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Sales Management



Frank J. Wilson
Chief, U. S. Secret Service
Treasury Department

FOR you manufacturers who distribute through the retail trade, Sales Management in this issue outlines a plan whereby you can perform a distinct service for the dealers who handle your product. If you currently have nothing to sell, the suggestion should be of special value. It concerns an effort to show the retailer how he can avoid becoming the victim of forgers of Government checks, and how he can cut down losses resulting from acceptance of such checks.

The United States Secret Service is asking your help in overcoming the forgery problem. Won't you turn to page 22, read the article, then give us a hand by following through on one or all of Sales Management's suggestions?

Frank J. Wilson

MENT

MAGAZINE OF MODERN MARKETING

For Distinguished Service



COMMUNIQUEs from the social front stress the importance of a veteran campaigner. Whether it's assembly at your favorite bar, or mess call on the home grounds, brilliant strategy dictates Dewar's White Label and soda — the highball of the highlands — honoured over 60 times all over the wide world for distinguished service!

HONOURS OF 26th King George's Own Light Cavalry

(Indian Army)
Mysore — Seringapatam — Ava — Central India
Afghanistan, 1879-80 — Burma, 1885-87
Giverny, 1914 — France and Flanders, 1914-18 — Aden

HONOURS OF Dewar's "White Label"

Award of the World's
Columbian Exposition,
Chicago, 1892... one
of more than



60 medals honoring
Dewar's White Label
for Excellence in Scotch
Whisky.

COMMAND DEWAR'S...AND BE

"AT EASE"

FULL-COLOR REPRINTS
SUITABLE FOR FRAMING.
Six 9 x 12 full color prints
of officers, Edition No. 4,
without advertising, sent
upon receipt of 25c. Schen-
ley Import Corp., New
York City, Dept. S.

White Label 8 years old

Victoria Vat 12 years old

also known as Ne Plus Ultra



Dewar's "White Label" and "Victoria Vat"

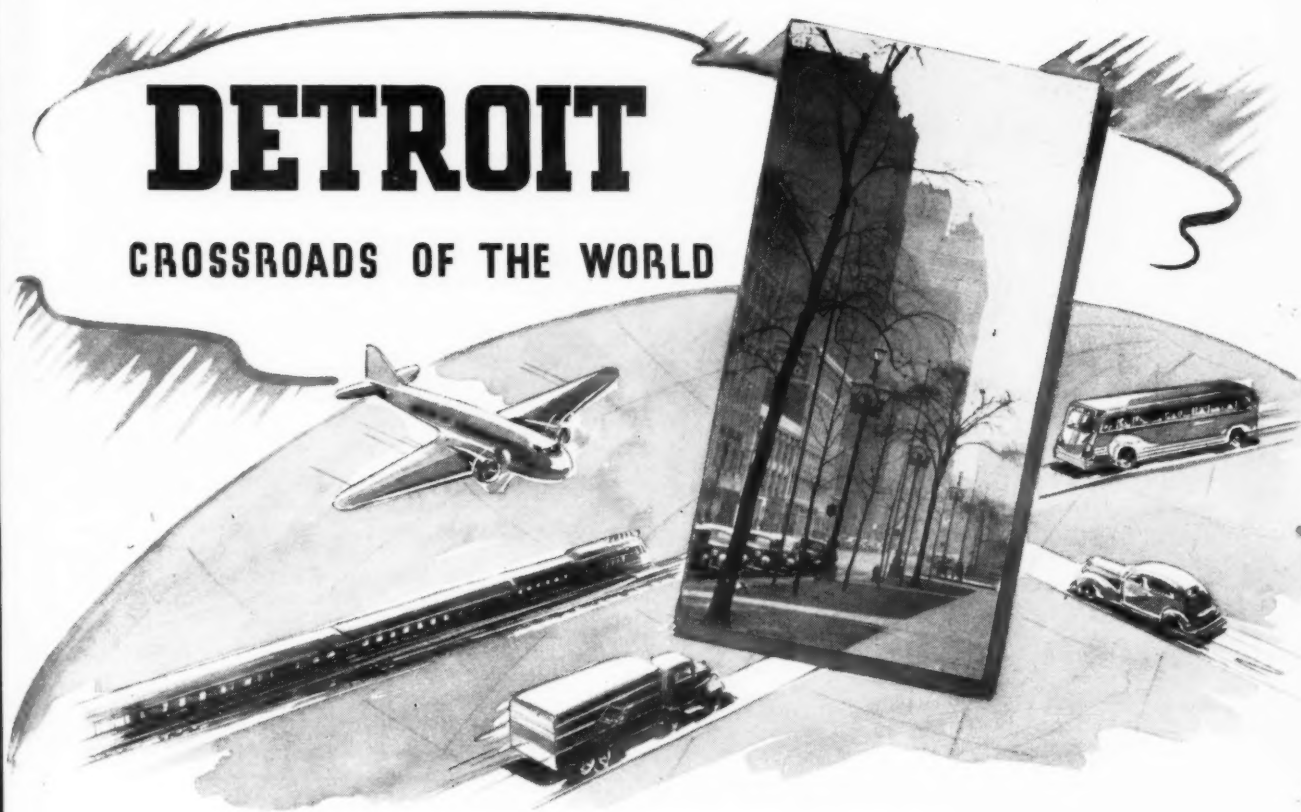
THE MEDAL SCOTCH OF THE WORLD

Both 86.8 Proof • BLENDED SCOTCH WHISKY. Copyright 1942; Schenley Import Corporation, New York



DETROIT

CROSSROADS OF THE WORLD



JUST a few miles outside Detroit is one of the world's strategic air centers. Here huge bombers lumber in, plop down on runways and casually sail away again to Burma, Guadalcanal, Dutch Harbor, Tebessa, Algiers, London, or any other spot on the globe where they're needed in freedom's offensive.

As America's No. 1 war production center the call of Detroit has sounded throughout the entire western hemisphere. Within two years, a half million people have flocked here, drawn by the

magic of high wages and continuous work. Literally Detroit has become crossroads of the world. Just as the airplane has made this war global, so Detroit, supreme in the production of air and highway transport, becomes a global city in its concepts.

Detroit is hungry for millions of dollars worth of goods that contribute to the maintenance of civilian life. Money is no object. But . . . Detroiters want merchandise they can depend on . . . be proud to eat, wear and use. They want to see and

buy goods branded with famous and familiar trade names. In short, Detroiters are definitely advertising minded and buy accordingly.

In this, the busiest spot on earth, The Detroit Free Press is the only morning newspaper . . . "autocrat of the breakfast table" . . . the day's starter for more than a million readers. Exercising the most far-flung influence in its one hundred twelve year history . . . growing faster . . . carrying more advertising, it is a "must" on any advertising list . . . a downright necessity in any Detroit sales plan.

The Detroit Free Press

STORY, BROOKS & FINLEY, INC., Natl. Representatives

APRIL 15, 1943

[1]



California War Baby

When Clarence Brown, California chili pepper grower, sent to Spain and Hungary in 1931 for seeds of the sweet pepper plants from which paprika is made, he had no idea that one day he would become the father of a war baby. But he did, and today California is producing paprika of prime quality, and Mr. Brown hopes that after the war it can continue to market paprika in competition with European producers.

How did Clarence Brown become the father of a war baby?

Well, after he had planted the Spanish and Hungarian paprika pepper seeds on his acreage at San Juan Capistrano, Mr. Brown decided to study scientifically the growing crop. As time went on he found that peppers get hot, or remain sweet, not according to the seeds, but according to the climate and pollination. Hot chili peppers were growing in abundance on his acreage, and during his daily observations Mr. Brown discovered that they imparted hotness to the Hungarian and Spanish plants. That was the beginning of Mr. Brown's experimentation in growing paprika peppers at a scientific distance from chili peppers, in a moderate climate with cool nights.

Not long after the plants began to grow, Mr. Brown noticed that an insect pest, the pepper weevil, had attacked his crop. However, instead of a pest, the weevil turned out to be a good friend, in that experts from the United States Department of Agriculture were brought in to fight it. While controlling the weevil, the experts directed their resources to the discovery of more productive strains of peppers. The result was that five tons of green peppers per acre now make one ton of dried peppers for paprika.

The result of the work done by the United States Department of Agriculture experts also pleased Mr. Brown because one of his major problems was the yield per acre. He always had chosen seed carefully among his growing plants, saving the sweetest peppers; however, if there was a hot pepper within twenty-five feet, he passed it by. He also always had selected seed which would yield a goodly number of peppers to the acre, but the yields had never mounted to the necessary tonnage.

Mr. Brown delved into the scientific study of the paprika pepper plant for a practical reason. He studied it, he says, because his region at one time grew most of the chili pepper sold in the United States. Up to the 1920's sweet peppers for canned pimento were grown in considerable volume. But just about that time the State of Georgia began to grow pimento peppers because of its advantages in labor and in freight rates. So Mr. Brown was of the opinion that paprika might be a good substitute for the pimento business which was lost to Georgia.

After harvesting peppers, growers dehydrate them by artificial heat, and they are then sold to pepper grinders in Los Angeles. The dry peppers must be sweet—the tongue tells whether they have picked up hotness. They also must be red, because paprika is used as much for coloring in sausage and such products as it is for flavoring and garnishing foods for the table. The pepper buyers

determine the coloring by matching tests. Good paprika must be between 23 and 28 tintometer.

While the marketing of California paprika is a job for the Los Angeles pepper grinding companies, whose salesmen contact spice buyers and wholesalers throughout the country, this new war baby is actually fathered by the pepper growers. To establish domestic paprika at all, it is necessary that grinders have volume, and that depends on a large acreage of peppers year after year. Only by large acreage can brands be established and maintained.

All Mr. Brown's efforts are now bearing fruit. He is highly successful in growing volume. His original venture with imported seeds has now grown to several thousand acres which are scientifically cultivated. And the grinders are now doing their sales job with confidence.

In cultivating sweet peppers which are acceptable to the grinders, Mr. Brown discovered another thing. He found that foreign paprika has *quality*, and that its blandness and beautiful red coloring are the result of careful hand labor in growing and drying. Paprika in Europe is a family product; each peasant in a pepper country has a small plot of paprika as a cash crop. The hot peppers are culled and then painstakingly dried in the sun, with frequent turnings.

In California all hand labor has to be translated into machine operations. The question, "Will California paprika survive the war?" therefore is strictly one of the cost of growing. If Mr. Brown and his neighbors can mechanize the production of paprika peppers, the answer then may be in the affirmative.



**COME AND
GET IT!**

A G-F if not G.I. cook-
book for Army cooks.

Chow Coming Up

Listen Here, Private Hargrove, you may be right about sergeants in general, about bivouacs in the mire and night problems in the rain, but we're willing to bet that you're all wrong about k.p. So you thought that k.p. meant acres of dishes to wash, and miles of floors to scrub, and the end result, stew and stew and stew. That was yesterday. Today k.p. is a new form of culinary artistry for planning and preparing quantities of delectable grub—not for gourmets—but for plenty-hungry privates.

Yes, indeed, Mess-Sergeant Smith no longer frantically writes home to Ma: "How do you cook mashed potatoes, hurry the answer please." Instead he just goes to the shelf above the sink, and takes down the cookbook, "Come and Get It"—a booklet prepared by the Institution Department of General Foods Sales Co., Inc., New York City, for the thousands of new cooks in Uncle Sam's Army.

The book is useful in two ways: first, as a handbook for mess officers and camp dietitians who are looking for sound help in planning meals, and second as a cookbook containing approximately 200 recipes, for use in preparing meals for large groups. The book includes rules for choosing the right kinds of foods, and menus which give food combinations which may be adapted or properly substituted, and directions for cooking which keep im-

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and October, when it is published three times a month and dated the first, tenth and twentieth; copyright April 15, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, April 15, 1943. Volume 52, No. 8.

WHAT IS THE CONSUMER ATTITUDE
ON ACCEPTANCE OF SUBSTITUTES?

HOW MANY DAYS' GROCERY SUPPLIES
ARE BOUGHT AT ONE TIME?

ON WHICH DAYS ARE
MOST GROCERIES BOUGHT?

WHAT ARE WOMEN
DOING ABOUT HOSIERY?

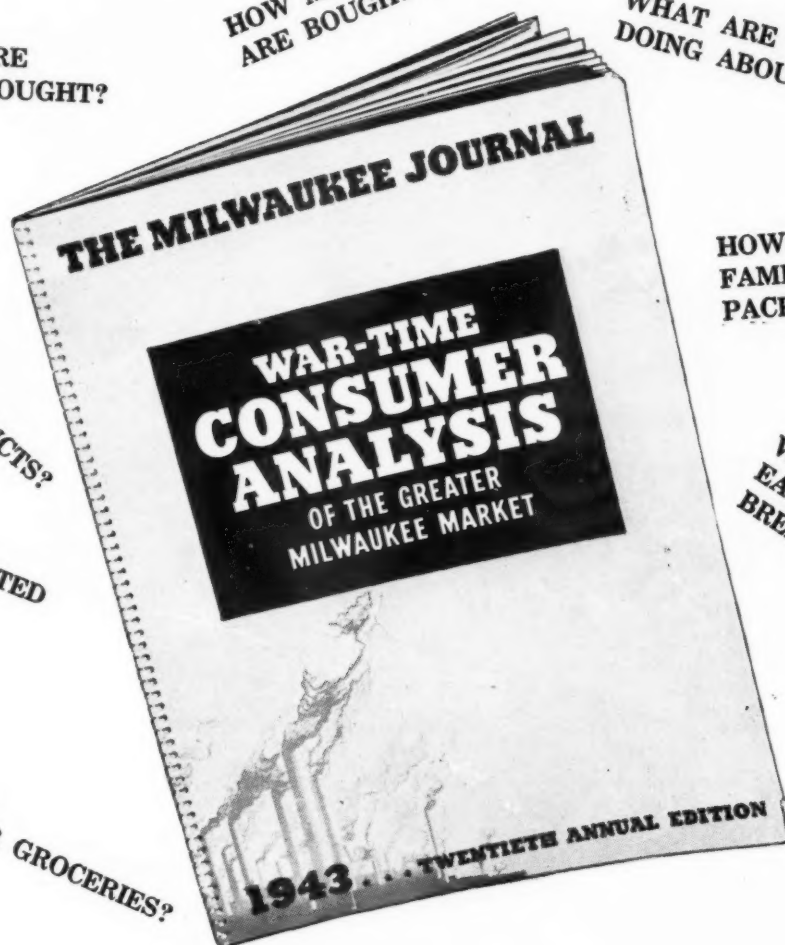
WHERE DO PEOPLE BUY
TOILETRIES AND DRUG PRODUCTS?

HOW MANY
FAMILIES
PACK LUNCHES?

HOW ARE DEHYDRATED
FOODS GOING?

WHAT DO PEOPLE
EAT FOR
BREAKFAST?

HOW MANY BLOCKS DO
PEOPLE GO TO SHOP FOR GROCERIES?



What are the important changes
in wartime buying habits?

How are changes in living
habits affecting your sales in
war-booming markets?

What is the trend of patronage
in super-markets, chain stores
and neighborhood stores?

What are the new
transportation habits?

How many families use coffee
substitutes or extenders?

What extra meals and
how many are served to
night workers?

What is the trend of consumer
purchases of national and
private brands?

How many families regularly
buy vitamin tablets or capsules?
What brands? How does
income influence usage?

Facts to Help You Overcome Wartime Marketing Problems

Compiled in 1943, just before point rationing, the Wartime Consumer Analysis provides up to date facts on what's happening in the homes and stores of a big war booming market . . . facts you should know about changes in buying and living habits which may affect your sales both today and in post-war days. Write the General Advertising Department for a copy of the Wartime Consumer Analysis. Or in New York, telephone O'Mara & Ormsbee, Caledonia 5-9544—in Chicago, Franklin 1590.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

A Frame for YOUR ADVERTISING



**Highest percentage of readers in ABC
manufacturers group**

During the past 25 years, **SALES MANAGEMENT** has consistently rung the bell with articles and series of articles that have chalked up new records in reader response—but we've never seen anything to equal the pull of the current series on Post-War Planning. Expressions of interest and requests for reprints are pouring in from presidents, vice presidents, sales managers, advertising managers, research directors. . . .

These men are planning now for tomorrow's big sales objectives—revaluing markets, media, materials, modes of transportation and communication in the light of the important changes that will take place in the post-war era.

Are you in their post-war picture? **SALES MANAGEMENT** can help put you in it.

SALES MANAGEMENT
386 Fourth Avenue New York, N. Y.

portant food values from being lost when food is prepared. Each recipe makes 100 portions.

Sounds easy—well, think of making 3¼ gallons of Cucumber Lime Salad, 13¼ quarts of apple pie filling, 40 pounds of meat loaf roast, and you'll know why mess sergeants make that extra ten bucks a month.

And Private, if the cooking tastes just like mother's, don't be surprised—because the meals were planned, and the recipes developed, by a group of women in General Foods laboratories, who just dote on making you feel at home.

Salesmen Lobby Hobbies

The Jobber Salesmen's Hobby Club, sponsored by Manning, Maxwell & Moore, Inc., Bridgeport, Conn., recently celebrated its first birthday, with a large majority of its members in the service of Uncle Sam. Among them is Louis Brendel, the club's founder, formerly manager of jobber relations for MM & M, and now a Lieutenant-Commander in the U. S. Navy.

Though not as active as in its early days, the club is still alive, and it is being kept alive chiefly by members who began to correspond with one another through the discovery of mutual interests and through references to hobbyists published in MM & M's newspaper for jobbers.

Louis Brendel started the ball rolling the summer before Pearl Harbor. He wrote to the company's jobber salesmen and sent each a card to be filled out—giving his name, address, favorite hobby, birthday, and wedding anniversary dates. The two-color processed letter was written in script and was amusingly illustrated with drawings of a hobby horse and symbols of various hobbies—bicycles, sailboats, butterfly nets, books, tools, golf and fishing equipment. Proposing that a booklet listing addresses and hobbies of "fellow peddlers" might be helpful to vacationists who want to know "where they're biting," etc., the letter was signed by Mr. Brendel as one "Who makes a 'hobby' of jobbers," and was sent to 6,000 men. It brought back a sufficient number of responses to fill an attractive 48-page book listing some 1,500 hobbyists under 106 classifications, from antiques to wrestling.

The book is illustrated with 50-odd photographs of members engaged in their favorite pursuits, or with their collections or handiwork. It also has amusing little drawings or silhouettes spotted among the titles of the various groups—an airplane for aviation, a beehive for bees, a camera for photography, etc.

A few of the hobbies listed are a bit unusual, if not far-fetched. There is one escapist, whose hobby is trying to get a night out with the boys once in a while. Another specified "Driving Courtesy" as his chief interest. But most of the pursuits listed are the tried-and-true ones, such as gardening, fishing, golfing tennis, woodcraft and collecting.

Hobbyist Brendel, an Annapolis man who had eight years of sea service before he entered business, went back into the Navy last August and recently has been assigned to the newly-formed Incentive Division—"a job for which he is made," according to his business associates.

When the club first was formed, MM & M made use of the information it had received on the cards by sending letters of congratulation on birthdays and wedding anniversaries. As members entered the country's service, replies began to have a military flavor. A letter of good wishes to a salesman who had said his hobby was flying brought back a reply from his mother, saying he had become an RAF flier. An amateur radio ham wrote that he had joined the Signal Corps, and added this odd item: A cousin of his, with whom he had lost touch, had received the hobby book and saw his relative's picture in it, and this led to a happy reunion.

One of the most gratifying comments on the project came from a man who was pathetically grateful for the wedding anniversary message, because it arrived in time to remind him to remember his wedding anniversary.

SPOTLIGHTING A MARKET

... A 1 $\frac{1}{4}$ BILLION DOLLAR
BUYING INCOME MARKET

DOMINATED BY THE INDIANAPOLIS NEWS

In the Indianapolis Radius are 20,000 productive square miles... condensed for you in Indiana's richest area. It is one of the most ideally balanced markets in the United States and has a buying income of one and a quarter BILLION DOLLARS. It's ideally balanced between industry and agriculture.

It's ideally balanced between urban and rural population, 52% and 48%.

In Indianapolis, hub of this rich radius, **spendable** income today is \$466,394.00 or \$4,156 per family. This is an increase over 1937 of \$963 per family or over 30%.

No one industry supports this rich, diversified mid-western market. Your products sold to this market today will be bought now and AFTER the war.

The News, Indiana's leading newspaper, first in daily circulation, first in advertising linage, first in the hearts of Hoosierdom—does the job alone.

ALL DATA FROM: #BUSINESS REVIEW
(Indiana University)
#SALES MANAGEMENT
#INDIANAPOLIS
CHAMBER OF COMMERCE

FACTS....

- Population 406,515, in May, 1942 (Chamber of Commerce).
- Industrial payrolls up 52% (January, 1943, over January, 1942).
- Employment up 23% (January, 1943, over January, 1942).
- Indianapolis annual industrial payroll over \$250,000,000.
- 105,000 workers in Indianapolis industrial plants.
- Retail sales up more than 5% (1942 over 1941).
- Spendable income \$466,394,000.
- Per family income, \$4,156.
- Farm incomes in the Indianapolis Radius up 51%.
Industrial payrolls in the Indianapolis Radius up 38%.
- The News Alone Does the Job.



Sales Management

VOL. 52, NO. 8

APRIL 15, 1943

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EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; EDITH KINNEY, *Desk Editor*; RAY B. PRESCOTT, *Director of Research*; H. M. HOWARD, *Production Manager*; CHRISTOPHER A. ANDERSON, *Promotion Manager*. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNE, FRANK WAGGONER, ALICE B. ECKE.
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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending April 15, 1943:

Tomorrow's Retailer Prospects

RETAIL CASUALTIES ARE NOW TERRIFIC. Six months ago the Under-Secretary of the Department of Commerce predicted that in 1943 retail casualties would be 300,000 greater than normal. He was branded as an alarmist, but now it appears that he was a good prophet. In the petroleum field the chairman of the marketing committee of the industry says that since January 1, 1942, approximately 20% of the service stations and between 4% and 5% of the bulk stations have been closed for the duration. Throughout the nation the little fellow in every field is giving up to join the Army or to take a war job, and those remaining wonder how they will get along with lack of merchandise and loss of manpower.

The Wall Street Journal two weeks ago undertook a survey in nine cities and the results show fewer retailers everywhere. In Cleveland, for example, records of the Credit Men's Association show resignations running better than 2 to 1 over new memberships. In Washington during January and February 457 stores closed and only 317 new ones opened. Throughout the San Francisco Bay area vacant stores are being converted into dormitories for shipyards and other defense workers.

Boston reports indicate a 20% mortality in the drug-stores of Massachusetts since Pearl Harbor, while from Detroit comes word that the 87,614 retail outlets in Michigan at the beginning of the war have been reduced to 76,875 at the end of this January. A year ago there were 3,200 retail meat shops in Los Angeles City and County. Today there are less than 2,600.

All this means that by the end of the war your dealer prospect list is going to look something like a slice of Swiss cheese with the hole more apparent than the substance.

This *should* result in a considerable increase in the advertising volume carried by the best business papers in the retail field, since the rising mortality in retail establishments makes it downright impossible to keep mailing lists up to date, and sales travel is definitely restricted to most companies. The mailing lists of good business papers on the other hand never can get very far out of date, and their advertising pages can be used to keep you before the retailer to stay in business.

Can Selling Learn the Lesson?

THE LABOR-MANAGEMENT COMMITTEES in our factories have worked out better than all, except the extreme optimists, dared to expect. They have helped to increase production, to reduce costs and to reduce friction.

Why shouldn't the same basic idea be applied to the sales department and the sales force?

The three results obtained in the factories are certainly just as important to the sales side—more sales, lowered

per-unit cost, less griping on the part of salesmen that they are just cogs in the machine and have no definite say in the sales management of the company.

The average salesman spends a lot of time squawking to his prospects, his family and his friends about home office stupidity. The product isn't right, or it isn't priced right, the discounts are wrong, the advertising smells, the guys who set the policies are arm-chair strategists who never go out in the field. You know they say these things—but what's the answer?

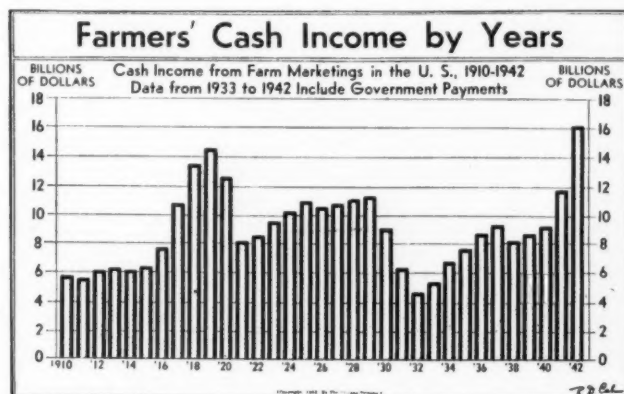
If the salesman had a chance to make the decisions, he might try harder to make them look good!

Well, you may be saying, decisions made by a bunch of salesmen certainly will not rate 100% in wisdom, fairness and intelligence. True enough, but remember that Nielsen surveys show that an executive's success might be termed colossal when 60% of his decisions turn out to be good ones, and it is very possible that a decision made after thoughtful deliberation by several dozen or several hundred salesmen might be a better one for the company than one made by three or four executives, no matter how keen these managerial brains happen to be.

Of course, no one would argue that every minor decision must be taken up in advance with the salesmen. It is quite likely that things of vital importance wouldn't come up more often than once a month, and they could be handled by national conventions, branch and district meetings and by questionnaires.

To be done right, such a plan would have to be operated with sincerity, and this would mean letting the salesmen really make decisions—after laying out all of the facts before them in an honest and impartial manner—instead of by trying to sell them on some predetermined move.

Why don't you put this one in the hopper with your other post-war selling plans? We aren't trying to work

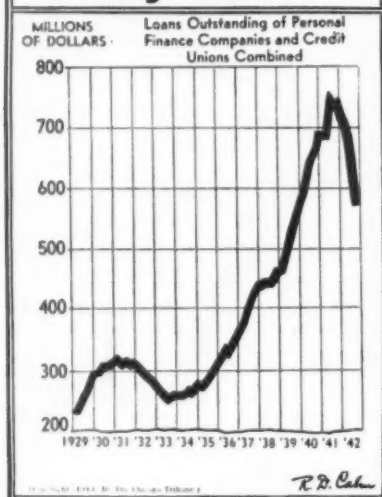


Any way you take for measuring farm income—gross, net, or "real"—makes 1942 the top year by a wide margin. This \$16 billion plus income is broken down by counties in the forthcoming SALES MANAGEMENT Survey of Buying Power (May 10) for the first time since 1933.

APRIL 15, 1943

[15]

Personal Loans Are Being Paid Off



With the jump in the average weekly factory wage to well over \$40, comes an astounding reduction in a year's time. In addition to the drop in personal finance company loans as shown on the chart, auto installment loans dropped from two billions to a half-billion, and borrowings on insurance policies dropped 40%. This reduction of personal debts is nearly as important as increased savings in the form of bank deposits and bonds in evaluating post-war purchasing ability.

out a detailed blueprint, but we hope that the unrefined idea will stimulate thinking on the part of readers and will encourage them to contribute opinions and suggestions which we shall pass on as a clearing house.

Regional Business Summary

QUARTERLY REPORTS of the Regional Business Consultants of the Department of Commerce are now available to business generally, and they are very worthwhile getting, although their future is tied up with the Budget Bill now before the House. As pointed out on these pages several times in the past few months, there is grave danger that the 12 regional offices may be eliminated because the House bill contains no provision for them.

But if you are interested in securing a well-rounded summary of business conditions in each of the 12 Federal Reserve districts, you had better get on the mailing list while you can. A company may receive reports for all 12 regions by making application to the Regional Research Unit of the Department in Washington, or reports for an individual district are available from the Consultant in each district.

I have on my desk as I dictate this, the reports for the first quarter on the effects of war on business in each district. The subject for the second quarter is transportation. They are exceedingly well-written and are factual as well, as may be gathered from the two opening paragraphs by Raymond Reeves, of the San Francisco office:

"War has brought spectacular changes to the Far West. For example, the second most populous city in Oregon, Vanport, is too new to show on any maps. It was built in 110 days, but has 40,000 inhabitants. One new Los Angeles aircraft plant employs more people than all of the Hollywood studios put together. A giant steel plant is in full blast where an orange grove existed a few months ago. Wages are swirling into workers' pockets at a fantastic rate. One shipyard advertises continually for men or women to accept 'at least \$49.50 a week while you learn welding.'

"The real story of what the war is doing to this region

is not found in such items as these. The change is deep and basic, for the area is being shifted from an agricultural to an industrial economy. Factories, raw materials, power, labor supply, and management which might take fifty years of normal development to obtain have all been thrust suddenly upon the Far West."

Significant Shorts

An Idea for Timely Advertising: From the experience of a little over a month on the rationing of canned goods, and with ten days on meats, it looks as though retailers in the rationed lines will do business in waves. There will be buying sprees at the beginning and end of each ration period. You might make your advertising vibrate to that rhythm of consumer purchases.

A New Twist to Bingo: One of the textile mills has accomplished at least a temporary solution of the absenteeism problem by giving every worker a free ticket on a drawing for a \$50 War Bond. The days for the drawing are varied. If the holder of the duplicate check for the winning number isn't present at the time of the drawing, the Bond goes into a jackpot for the following week.

An Inventory of Salesmen: The Babson Business Service tells of one company which normally employs about 2,000 salesmen, but has currently cut down to half that number. This firm is checking and double-checking each man on such points as (1) signs of physical disintegration, (2) evidence of loss of initiative, (3) tendency to coast along on his past record, (4) reluctance to accept new ideas, (5) inability to study sales material, (6) evidence of smugness and self-satisfaction. Each man is carefully rated on those factors, as well as on his sales record, and if he fails to measure up to a required standard he will be marked for retirement regardless of his age.

What Do Stockholders Think About: The General Foods Corp. has just tabulated 6,005 replies from a questionnaire sent out with last November's dividend check to stockholders. This is the second year in which the company has sought the advice of its shareholders on the running of the business; and Clarence Francis, president, is very enthusiastic about the value of the assistance which stockholders are giving him and his fellow officers in running the affairs of the company. The owners have an opportunity to criticize, but the number of complaints is relatively small. Subscribers who are interested in applying this economical method of drawing on the collective brains of the outside part of the organization may secure a copy of the questionnaire and the results by writing to the Public Relations Department of the company in New York.

Helping Dealers' Manpower Problems: As pointed out on the preceding page, retail casualties are mounting rapidly. The makers of refrigerators, for example, must expect to start out after the war with many new untrained dealers, no matter how good a job they do in helping existing dealers to stay in business. But, obviously, it is to their advantage to nurture the present crop. Nash-Kelvinator Corp. has issued a splendid manual for refrigerator dealers called, "Manpower Problems and Suggested Procedure for Meeting Them," which explains what can be done on wage increases, bonuses, increasing service charges, recruiting new employes, and securing military deferments for absolutely necessary men. Copies may be secured from the company at their Detroit office.

PHILIP SALISBURY

SALES MANAGEMENT



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NEWS REEL

1. Charles M. Lemperley, advertising manager of the Sherwin-Williams Co., Cleveland, has just been appointed director of sales.

2. Cameron Hawley is the newly appointed director of advertising and all sales promotion for the Armstrong Cork Co., Lancaster, Pa.

3. J. Baxter Gardner has been named as vice-president in charge of advertising at the Frankfort Distilleries, Inc., Louisville, Ky.

4. W. N. Burding, who has filled many jobs at Standard Brands, Inc., New York City, now is head of the Fresh Foods Divisions.

5. Charles Belknap, executive vice-president of Monsanto Chemical Co., St. Louis, Mo., has been elected president of the company.

6. Jesse G. Powell, sales manager of Rum & Maple Tobacco Co., New York City, has been elected a vice-president of the company.

7. Robert H. Morse, Jr., becomes general sales manager for Fairbanks, Morse & Co., Chicago. He had been assistant sales manager.



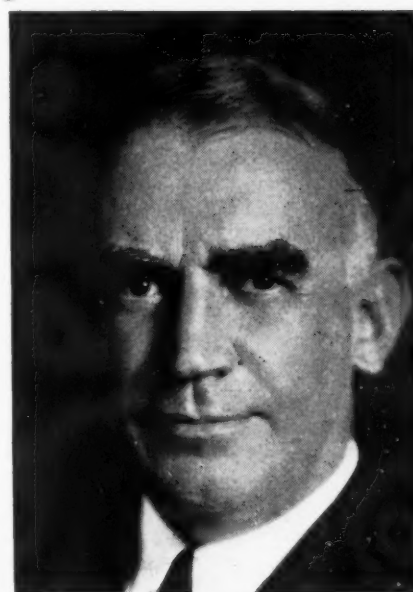
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W. A. Grove, born in the "Dutch" country of Pennsylvania, early decided to become an engineer. He specialized in hydro-electric engineering at the University of Michigan, worked at his profession for several years after graduation in 1913, and then went to Chicago in 1920 as a space salesman for the Curtis Publishing Co. He joined the Edison General Electric Appliance Co. in 1926 as advertising manager, and now is manager of sales promotion and advertising. He has been actively identified with the organization of the Modern Kitchen Bureau and the work of the National Electric Manufacturers Association. This interview with Mr. Grove is the thirteenth in SM's post-war planning series. See page 49 for a complete check-list of the first twelve articles.—THE EDITORS.

"Dream Models" Will Come Later; Let's Pre-Sell What We'll Have on V-Day!

Through advertising and other information channels, we need to begin immediately to condition the public mind for the post-war period—to build the confidence which will sustain prosperity, to encourage folks to buy bonds now to cover post-war purchases.

Based on an interview by Lester B. Colby with

W. A. GROVE

*Sales Promotion Manager,
Edison General Electric Appliance Co.,
Chicago*

MUCH has been said and written in recent months about post-war planning. Government executives, association executives, committees, manufacturers and individuals all have been giving the subject a great deal of time and thought. They have labored and planned. They have attacked the problem from various points of view under such general headings as Scientific Development, Manufacturing, Materials, Manpower, Markets, Distribution, Sales Training, Financing, etc.

But there is another vital phase of post-war planning which has been overlooked, according to W. A. Grove, Hotpoint sales promotion manager.

He calls it "Customer Conditioning"—which, in plain English, means preparing the public mind for the conditions we shall face in the post-war period.

"That's a job that should take precedence even over some of the other important elements of post-war planning. It should be started now—and con-

tinue for the duration," he told a reporter for SM who visited him in Chicago. Commenting further, he said:

"When the war is won, as it must be, we can enter a phase of unprecedented prosperity—or we can go through a depression period such as we have never known. Which of these it will be depends largely on the state of the public mind. It has been recognized for a long time that the mass attitude is the main factor which determines whether times are good or bad.

"How are we to go about 'conditioning' the public mind? How is any new idea sold to the American public? Well—one way, and probably the best way, is by a well planned and well executed advertising program, informing the public through every available medium.

"Industry—and by that I mean manufacturers, wholesalers, retailers, and business in general—with the right kind of advertising and publicity can 'sell' the people of the United States the following ideas:

"1. That there is no reason to have fear of our post-war future, no threat of unemployment or of a depression.

"2. That they, the public, will need a world of products which cannot be bought now because of restrictions.

"3. That the public, down to the last man and last woman, can start building up a backlog of buying power, not by hoarding cash, but by investing in War Bonds right now.

"4. That these War Bonds can, right now, be 'earmarked' for specific purchases. That the buyers of War Bonds can find comfort and satisfaction in this planning and preparation.

"5. That this forehandedness will help win the war—and win the peace!

"Unless the public mind is conditioned to this confidence, unless it is made to feel that full employment and prosperity will continue, unless it is not afraid to buy what it wants, when the V-Day comes, we could easily go into an economic tailspin which would be disastrous.

"Remember these facts: During World War I, not more than 4% of our population was at any one time in the armed forces or directly engaged in war work. In this, (shall we call it the Global War?) 10% or more will be in some branch of military service or in direct war work.

"Unless we can convince the American public as a whole, and I include the millions in uniforms, that they won't have to worry about a depression, or about unemployment when peace comes, industry itself will have something to worry about.

"We should, perhaps, preach a lit-

tle. I think it is the duty of business and industry to drive home the thought that it is far better to invest in War Bonds, than it is to spend money recklessly as quickly as it is earned. I believe an advertising campaign, carefully worked out and sanely presented, could put the brakes on a lot of loose thinking and loose spending.

"In other words, advertising, which has proved that it can sell products and guide public opinion, now can serve the nation by selling sound common sense. It will be bad for industry, and bad for the nation, if the mass people recklessly cast away their earnings at this time.

"Industry's greatest opportunity to preserve the future lies, I believe, in so conditioning the public mind that it will conserve its buying power for the future when that buying power will be needed.

Urges War Bond Drives

"I believe that we can truthfully and honestly tell the people of the United States that there will not be a depression if they will build up strong reserves of buying power—and I mean through investment in War Bonds—for use immediately after the war.

"This is a job in which all of us can help. It is not solely the responsibility of the Government, nor of trade associations, nor of industry as a whole. It is the individual job, of each manufacturer who will have peacetime products to advertise and to sell to the public in the post-war future. Each one can talk about his own products and his own brand in his own way. And those who do not now have merchandise to sell, can urge the purchase of War Bonds as a patriotic means of accumulating funds with which to purchase the products of peace after V-Day. The manufacturer who does that will find that his name and his products will be remembered.

"A combined effort toward this common objective, will be one of the greatest forces which could be released at this time. I believe it could go a long, long way toward guaranteeing a continuous prosperity.

"Washington, I am sure, will give the go-sign to this type of advertising. I have talked to high government officials in Washington about it. I am informed reliably that the Treasury Department is planning a campaign of its own to tie in with the general idea. I have seen copy which carries the theme: 'BUY STILL MORE WAR BONDS NOW for the things you'll want when VICTORY comes.'

"If the Treasury Department is doing that, without mentioning or iden-

tifying any specific products, why then cannot advertisers pick up the same general theme, each referring to his own brand name, or pointing to products which are not now available?

"We all can sell more War Bonds, help build that reserve, and, at the same time, build desire for our products. We must guard against lack of confidence in the future, lack of future funds, and apathy. People want, and always will want, products which are presented properly in advertising. Let's start right now to get them to earmark more War Bonds for specific purposes."

Avoid the "Dream" Future

Mr. Grove emphasized one factor which he thinks possesses an element of real danger. Too many advertisers, he says, have been kidding both themselves and the public with the idea that everything will be new and different after V-Day. Interviews have been granted and stories have been printed giving glorified ideas of "dream" models of this and that and "futurist" plans for products which have been pictured and dangled temptingly before the public eye.

"These dreams will not come true immediately the war is over, Mr. Grove insists. We are now too busy winning the war. We can't be tooling up now to produce all of the new products described now. Most manufacturers will take up where they left off—with the familiar models and the familiar tools. True, amazing improvements will be made. True, remarkable advancements will follow. But they won't come immediately. Many of them will require months or years of research and tooling.

"Promise the public too much and too many things—all new and radical—which *cannot* be delivered, and it is possible that the people will say:

"'Oh, I won't buy now. I'll wait. These new things will be coming through tomorrow.'

"If that happens, then a depression *will* be at hand. Industry can be hard hit by its own 'too smartness.' The public must not stand in fear of too immediate obsolescence.

"Hotpoint started a year ago to tell the public to save money now, to put it into War Bonds, to earmark those Bonds for specified articles we shall begin to manufacture again as soon as the war is over. We have interviewed people in their own homes and we have received hundreds of letters proving that people are doing it.

"Our company is so well convinced that we are on the right track and that this campaign is helping the war effort, that this spring we will launch a big-

ger campaign of the same type.

"We shall tell the public dramatically that money put into War Bonds will *help the Government now*, help win the war, and help *them* later. And I'll add this: When we started that campaign we had no idea how far reaching it would be.

Long-range Advertising

"It isn't of any vast importance to the nation whether our company remains in business or not, or whether you or I, individually, have a new automobile or a new refrigerator. It is important, however, to the men who left our plant to go into the Army, and the people who are working for us now, that they have jobs when the war ends.

"Hotpoint, for example, has plenty of work to do now. It is engaged 100% in war work. The advertising we currently are running is not intended to sell anything *now*. It is advertising with a long-range focus. We don't know how far ahead it is directed—maybe a year, maybe two years—maybe longer than that. What we are doing, and we surely are doing it, is to *create jobs for everyone during that vitally important period immediately after V-Day*.

"Our plan for advertising does not call for 'delivery certificates' or contracts which promise 'priority of delivery' when the war is over. It is purely a voluntary plan. The customer decides what he most wants to buy and is urged to 'earmark' his War Bond purchases to accumulate the necessary funds. If I decide I need a car, and if I can be made to want a car badly enough to buy War Bonds now and earmark them to cover the car's cost, I shall be helping to build up a backlog of business—and surely I shall invest more money in War Bonds.

"It's all right to tell us that we *ought* to buy War Bonds; that it is our *patriotic duty* to buy them; that they will *win* the war. I'll buy bonds, of course, if I am convinced that bonds are *ammunition*. But I still think that you and I, and everyone, will buy *more bonds* if we can be convinced that we can get something back for those bonds; something for which we *feel a desire now*, something which we shall want and need in the future. In other words, give every man and every woman who is making money now—and millions of them are—a *personal incentive* to save a *little more*.

"We have 130,000,000 minds in America. We must do more to condition these minds for the future. This is fundamental to post-war planning, and to date it has not been given proper attention."

Campaigns and Marketing

Yes, But What Kind?

A huge slice of the nation's war-time income is being earmarked for the post-war purchase of numerous articles which are currently out of the market and for the replacement of household and family equipment with new products now taking shape on the drafting boards. In a vague way, people probably know what they will want to buy when the curbs are lifted and the new products make their appearance, but few of them, it may be assumed, get down to actual plans—translate these desires into detailed pictures of the transformations they hope to effect in their homes after the war. Alexander Smith & Sons Carpet Co. is asking them to do just that, using advertising space in national magazines to survey its post-war possibilities in American homes.

The campaign, in *Good Housekeeping*, *Better Homes & Gardens*, *House & Garden*, *American Home*, *House Beautiful* and *Bride's Magazine*, is offering fifty war savings prizes, headed by a \$1,000 War Bond, for the most interesting and complete letters on "How we hope to fix up our home after the war."

News of the contest was carried to retailers of rugs and carpets through newspaper advertisements and through the weekly Alexander Smith-Masland News-letters. The letter advised the trade that the survey being conducted through these ads, "takes up where the Chamber of Commerce Survey leaves off. The latter tells us *how many* people are going to want rugs and furniture and automobiles, etc. It is hoped, through the Alexander Smith survey, to supplement this with information as to *what kinds* of these things they will want." It further points out that the company is using the advertising campaign to get this information to avoid interfering with its war effort.

The account is placed by Anderson, Davis & Platte, Inc., New York City.

Voice from the Foxhole

The press and the radio are full of good examples of advertising which effectively serves its sponsors at the same time that it does an excellent job of furthering war activities and stiffening morale. Now and then, however, one particular ad, or series of ads, flashes above the level of good advertising by virtue of an unusual theme or the impact of its copy upon the emotions of its readers. There's

the American Locomotive series, for example, which hammers home the theme that the horrors of Nazi occupation can happen here, but won't if every individual views the war as his personal fight. Quite recently there was the famous "Kid in Upper 4" ad, with its unforgettable picture of the battle-bound youngster lying awake with his thoughts in the middle of the night.

Another ad with a similar tendency to get under the reader's skin and rout complacency appeared in *Collier's* for April 3. There were only two lines of small type beneath the ad to tell that its sponsors, Gartner & Bender, are the manufacturers of Golden Bell greeting cards. In the ad itself a helmeted soldier lifts his head above the rim of a foxhole to preach on the meaning of mail from home in the lives of men at the fighting front.

"From every foxhole, men are looking homeward. Not just for guns and food; fighting men need something more—the weapon you can put in their minds and hearts—the raw material of courage—Mail from Home . . . Neither heroes nor brave fighters step from the ranks of men made lonely by a hunger in their hearts for news from home . . . Are

you too busy today? Too tired this evening? In the foxholes where men grip their guns even as they sleep, all prayers begin the same way: 'Please God, tomorrow let me hear from home.' How can I make your duty clearer?"

Written by Copywriter Ralph Rockafeller, Reiss Advertising New York City, the ad was headed for wide acclaim before *Collier's* had hit the newsstands, when only mail subscribers had received their copies. Bill Stern, sports broadcaster, read it to his audience over a 167-station hook-up. The program director of one radio station styled it "the most stirring, the most moving bit of writing to come out of this war." Requests for mats and reproductions started off at a fast clip—far beyond the normal pull.

Ad Programs Converted

Westinghouse Electric Appliance Division advertising for 1943 has been converted to "an all-out war effort just as surely as have our shop facilities," according to Roger Bolin, advertising manager.

The advertising is divided into four parts—a campaign in national magazines to impart sound nutrition principles; another, also in national magazines, to show housewives how to care for their appliances; an education series running in home economics papers; and a heavy business paper schedule featuring the Westinghouse

A FOXHOLE IS A STRANGE PULPIT
but I just like preaching.

Crushed in a hole, there's no way to look, see up. And looking up, I begin to see farther, clearer than I've ever seen before. Out here, ideologies fade. Strippled of fancy words, the four freedoms merge for me. I know, and so does every man out here know, what we're fighting for. It's HOME! Heartbreak pounds the word. Are you too close to familiar things to see that all homing's joy and aspirations are wrapped up in the one word "Home"? Under its invisible banner, love connects the world over and common cause.

The symbols of home are precious for every man. For me they are the loved, warm things . . . a quiet friends and books, or great old trees and lacy linens in the picture lane. For another, home is a congenial helpmate, the presence of ketchup, or a white cup of plumus friends. Home isn't a bounded nor dissolved, for its joys flow from the heart, never from the world.

From every foxhole, men are looking homeward. Not just for guns and food; fighting men need something more—the weapon you can put in their minds and hearts—the raw material of courage—Mail from Home!

Maybe you think courage comes naturally. No, soldiers are flesh and blood. They may seem fearless to you, but heroes are ordinary men who, day after day, brave what duty in the midst of their fellowmen demand.

Neither heroes nor brave fighters step from the ranks of men made lonely by a hunger in their hearts for news from home.

Mail from home is like a dash of the front porch. It makes you more real than daylight and sunlight, more warming than much and blood. . . because your warmth and affections are the things we have to believe in to make living worth while.

Keep the home fires burning at our hearts until this life is finished—it's your obligation—almost an order. Are you too busy today? Too tired this evening? In the foxholes where men grip their guns even as they sleep, all prayers begin the same way: Please God, tomorrow let me hear from home! How can I make your duty clearer?

GARTNER & BENDER, INC. • 212 WEST 11TH STREET • CHICAGO, ILLINOIS
OFFICIAL AND SELECTIONS OF THE UNITED STATES GOVERNMENT • ALL RIGHTS RESERVED • NO REPRODUCTION OR SALE OF THIS ADVERTISING COPY IN ANY FORM • AT THE MANUFACTURER'S PRICE • AT THE MANUFACTURER'S PRICE • AT THE MANUFACTURER'S PRICE

"Please God, tomorrow let me hear from home!"

SALES MANAGEMENT



Sales Manager T. J. Newcomb, left, and Division Manager T. J. Asbaugh are interested listeners as Advertising Manager Roger Bolin reviews on this huge chart Westinghouse Electric Appliance Division's 1942 advertising program, and points out 1943 plans.

conservation and service program to dealers.

Copy themes for the nutrition program will be drawn from monthly meetings of homemakers and housewives cooperating with the industrial nutrition campaign. Most of the ads will feature wives and families of war workers. Supplementing the educational campaign a 20-minute film, "This Too Is Sabotage," has been released for classroom use. It will dramatize the dangers of improper nutrition. Quarter-page ads in *Ladies' Home Journal*, *Women's Home Companion* and *McCall's* will offer a "Care and Use" booklet.

In connection with the business paper advertising, a 3-point direct mail campaign calls for a monthly mailing to dealers of a news poster for window display, a magazine for retail service personnel and timely tips and suggestions.

Sand in the Sugar

One consolation to consumers in these days of food shortages is the fact that the supply of advice, expert and otherwise, never runs low. All sorts of tricks, for example, have been suggested for making coffee "go further" and many consumers undoubtedly manage to avoid coffee drought only by re-using the grounds or adding cereal to their allotments. But the Pan American Coffee Bureau will spend a sizeable amount in national magazines, business papers and radio time in the next five months to tell them, in effect, that what they're serving *ain't* coffee.

The first ad in the consumer series will be headlined: "You can't stretch coffee any more than you can stretch sugar with sand." Copy will warn consumers that any combination with

adulterants ruins the flavor of the coffee and lessens its goodness, and therefore wastes it. Based on this theme, will be a reminder to consumers to get full value for their ration stamps.

In business paper ads the bureau will support its recommendations with arguments drawn from the experience of firms that have experimented with certain types of coffee stretchers and were glad to get back to a policy of giving their customers quality rather than dubious quantity. On the same theory, that a policy of insisting on quality in the face of difficulties will build better business, the bureau, through these ads, will offer hotels and restaurants hanging cards, table tents and menu stickers, stressing that only pure coffee is served.

The campaign will run through September and will be carried by six national magazines, seventeen business papers and thirty radio stations. J. M. Mathes, Inc., New York City, is the agency.

Armour Shows How

When the start of meat rationing imposed a further tax on housewives' ingenuity, many manufacturers and packers of the rationed foods ran special copy to help them draw up sound point budgets and to call attention to particular economies that could be effected through purchases of the advertisers' products. Perhaps the most interesting, from the angle of comprehensive planning and detailed suggestion, was the full-page ad released by Armour and Co. the day meat rationing started.

Under the headline, "Armour shows how to buy your meat under point rationing," was a page-wide illustration of an assortment of Armour

meats, butter, lard and processed cheese with the weight and point value indicated for each unit. The points added up to 64 and the selection of foods was offered as a shrewd use of points to obtain an adequate supply each week for a family of four. The pictured suggestion probably would have sufficed for most housewives, but Armour went further and showed them how many meals they could get from these products. A sample menu provided a meal plan for the week, including 10 meat meals and leaving the housewife enough points for one pound of Cloverbloom butter and one pound of Armour's lard for cooking and baking purposes. Another helpful feature was a printed shopping list covering the products shown in the illustration, with weights and point values for first and second choices.

Copy urged housewives to follow the sample menu, advised them to vary low-point and high-point meats, reminded them that "Cloverbloom poultry and eggs and fresh or frozen fish are not rationed." Other suggestions: "It's a good idea to budget your red stamps for meats by the week, shortenings by the month . . . Figure on using left-overs from Sunday's roast or chicken for week-day dinners . . . Watch Armour's magazine ads for good meat-stretching recipes for stews, meat pies, patties."

A.M.A. Plans Program

The spring conference of the American Marketing Association will be held at the Hotel Biltmore, New York City, on April 29 and 30, with the program studded with top names from Government and business. At the dinner meeting on April 29, the feature speakers will be Paul G. Hoffman, Chairman of the Committee for Economic Development and president of the Studebaker Corp.; and William L. Batt, deputy administrator of the War Production Board.

At one of the meetings it is expected that Prentiss M. Brown, director of the Office of Price Administration, will be the speaker. Against the background of facts and trends given by government speakers, representatives of industry, advertising and publishing will offer possible solutions to the problem. Among these speakers are George S. Jones, vice-president in charge of sales, Servel, Inc.; David Osborne, training director of Studebaker Corp. and president of the National Society of Sales Training Executives; J. M. Bickel, sales director, the Carrier Corp.; Eldridge Haynes, publisher of *Modern Industry*; and Philip Salisbury, executive editor of *SALES MANAGEMENT*.

You haven't any merchandise to sell?
You can't deliver as much as the dealer wants?

Your salesman call less frequently on some of your dealers, not at all on those off the traveled roads?

If you must answer "yes" to any of these questions, one of your problems is maintenance of your good-will. Dealers mustn't be allowed to forget you.

What can you do to keep good-will alive? You can't continue to write an endless series of "Dear Joe—Remember us?" letters. You

need to make *constructive* contacts with your dealers. You need to find ways to help them.

Here is a specific suggestion for a way to make constructive contacts with dealers. It strikes the dealer on a nerve center, because it concerns his pocketbook. Follow through on it—in your own interest — and in your dealers' interest.

Further ideas for services you can offer dealers through business-paper advertising and through direct mail media will be outlined for you in future issues of SALES MANAGEMENT.
A. R. Hahn, Managing Editor

Tell Your Dealers How to Cut Down Losses From Forged Checks!

The United States Secret Service asks your help in educating the country's retailers on how to protect themselves against the crooks who make a business of forging endorsements on Government checks. If you sell through retailers, you can help.

WHEN it comes to cashing checks with forged endorsements, the retail storekeeper is America's biggest sucker. Few retailers get through a year without some direct financial loss from this source. If the amount is only \$50 or \$100, it's still a whale of a lot of money to a dealer, and there are plenty of cases on record where chargebacks from bad checks have been big enough to put a dealer out of business.

There's something you—as a manufacturer—can do about this, and there are substantial reasons why you *should* do something about it.

The forged-endorsement problem is particularly acute right now because of the enormous number of Government checks being issued. During the fiscal year ending July 1, 1943, the U. S. Government will have issued a total of more than 160,000,000 Treasury checks. This figure will be considerably higher next year. Recipients of these checks are Government civilian and military employes, and perhaps most important of all, the families of men in the services who receive allowances and allotments.*

The Army and Navy have become

deeply concerned about stolen Government checks and forged endorsements for a very important reason: When Private Jones' wife fails to receive her allotment check (perhaps because someone stole it from the mailbox) she immediately writes to her husband and tells him about it. She may be, and often is, in real financial distress because it is the families of limited means who get most of the allotment monies. (Even if an affidavit of check loss is filed promptly, it is usually four months before the Government can issue a new check.) Such a report from home is ruinous to the morale of any service man, and so seriously do the Army and Navy regard any extension of this trouble that they have asked the Secret Service to conduct a nation-wide campaign to control and reduce the number of cases.

This campaign is currently getting under way with "Know Your Endorser" as its slogan.

Inasmuch as by far the largest majority of forged endorsement checks are cashed by retailers, these tradespeople are regarded as the key to the problem. Uncle Sam long ago proved that in any crime where the essence is gullibility of the victim, that crime can be materially reduced by educating the potential victim. (An excellent example: The Treasury's "Know Your Money" drive waged during the past five years reduced the amount of counterfeit money in circulation by 93%. Today with over \$15,000,000,000 in circulation, the total amount of

counterfeit amounts to an insignificant \$28,000. The educational campaign is credited with this remarkable achievement.)

In establishing control over forged endorsements therefore, it becomes evident that the job to be done is one of educating the retailer. Because of their long-established contacts with retailers, manufacturers are asked to help with the job. If there is no market for forged endorsement paper because retailers have been made to become wary, thefts of checks will drop immediately and sharply because the criminal won't be able to cash them.

Most retailers consciously or unconsciously feel that a U. S. Treasury check bearing the name of the United States Government as its maker *must* be good. This, of course, is true only while the check remains in the hands of the rightful payee or one who is legally entitled to its negotiation. Any check, including a Government check, that bears a forged endorsement, is worthless.

When a check is stolen, forged and cashed, the ultimate loss is not borne by the recipient, but by the person who accepted and cashed the check. And this loss, in nine cases out of ten, is usually suffered by a *retail storekeeper*.

Experience indicates that many of the victims of forged checks fall prey because of their own ignorance. Knowledge of a few simple rules will safeguard them. This will, at the same time, from an economic point of view, kill the market for forged checks, and by so doing, kill the crime itself.

It is in the wide dissemination of these rules among retailers that you, as a manufacturer, can help. You will be performing a three-way service: You will be rendering a patriotic serv-

*Government-issued checks, of course, represent only a part of the forged check problem. There are over 26,000,000 commercial checking accounts in this country. These accounts issue 7,500,000,000 checks and other negotiable commercial paper yearly. Estimates of the loss to the public due to misuse of commercial checks range from \$50,000,000 to \$300,000,000 annually.



Warn your dealers that any or all of these can be forged or stolen. They are not infallible identifications of "the bearer," and should not be considered sacred proof unless they are checked carefully first.

Give Your Dealers These Simple Rules on Check-Cashing

1. **DEMAND PROPER IDENTIFICATION.** Remember that lodge cards, Social Security cards, auto licenses, letters and the like also can be forged or stolen. A forger's credentials are often forgeries themselves. Before cashing any Government check, ask yourself this question: "*if this check is returned, can I find the person who gave it to me?*"
2. Always demand that the person cashing the check endorse it **IN YOUR PRESENCE**. Even though the check has been endorsed, insist that he endorse it again.
3. Do not cash checks that show any alteration of their face. Altered checks are usually forged checks.
4. If you are an employer and more than one employe of yours is empowered to cash checks, be sure that they each initial accepted check so that you can identify the person who cashed it.

ice to your country, by reason of the morale problem in the Army and Navy. You will be building goodwill for yourself. And you will be helping your dealers to safeguard themselves against direct financial loss.

How Can You Do This Job?

How can you do this job? The answer is simple.

If you have a house organ circulating among dealers, prepare an article for it which will tell the full story.

Plan a special mailing, telling your dealer how to handle people who want checks cashed. The recommendations are simple. Anyone can understand them, but they must be brought *forcibly* to the attention of the owner of the business. Everything you need to know for planning such a mailing is plainly stated in these pages. If you want amplification and further advice, go to your nearest Secret Service office. (See list of offices on this page.)

Your mailing might be in the form of a four-page folder with a letter from you on page 1, and pages 2, 3 and 4 devoted to telling the dealer what to do—and what not to do—when people offer checks to be cashed.

Equally adaptable would be a broadside. In any of these presentations you can include, if you care to, brief stories from the Secret Service files, dealing with retailers in the same line of business as those you are addressing, which show how Druggist Robinson, or Hardware Dealer Boone, or Grocer McAfee got "taken" for \$50 or \$100 through an endorsement forgery. These stories, more than anything else, will help to bring home to the small business owner, the danger involved. (Several of these stories appear on this page.)

Finally, you might devote a page or more of your business-paper advertising to the "Know Your Endorser" campaign.

They are campaigning through various channels to tell check *recipients* how to protect themselves. The weight of influence of this publicity will be great, but the retailer—the man who loses in hard cash—is the real key to the whole problem.

Your influence with your dealers is weighty; use it to further this important cause.

When your advertising, articles, and mailings are ready to go, better check with Secret Service for absolute authenticity, correct interpretation of facts. And when they're printed, be sure to send samples to your nearest Secret Service office, and to Chief Frank Wilson, U. S. Secret Service, Treasury Bldg., Washington, D. C.

List of U. S. Secret Service Offices

Albuquerque, N. Mex., Albu. 2644.
Atlanta, Ga., Walnut 4905.
Baltimore, Md., Plaza 8320, Br. 435.
Birmingham, Ala., 3-8537.
Boston, Mass., Liberty 5600.
Buffalo, N. Y., Wash. 4780, Br. 317.
Camden, N. J., Camden 6292.
Charlotte, N. C., 5065.
Chicago, Ill., Wabash 9207.
Cincinnati, Ohio, Cherry 5820, Br. 391.
Cleveland, Ohio, Main 4140, Br. 161.
Columbia, S. C., 2-9505.
Columbus, Ohio, Main 6411.
Dallas, Tex., Central 2331.
Denver, Colo., Keystone 4151, Br. 403.
Detroit, Mich., Cherry 9330, Br. 365.
El Paso, Tex., Main 931.
Grand Rapids, Mich., 8-1717.
Houston, Tex., Preston 3469.
Indianapolis, Ind., Lincoln 6182.
Jacksonville, Fla., 5-1753.
Kansas City, Mo., Victor 0040.
Little Rock, Ark., 2-4361, Br. 148.
Los Angeles, Calif., Madison 7411, Br. 396.
Louisville, Ky., Wabash 2914.

Memphis, Tenn., 5-2286.
Miami, Fla., 3-5112.
Milwaukee, Wis., Broadway 8600, Br. 139.
Nashville, Tenn., 6-5904.
Newark, N. J., Mitchell 2-2020, Br. 279.
New Haven, Conn., 8-2449.
New Orleans, La., Canal 2628.
New York, N. Y., Rector 2-7373.
Oklahoma City, Okla., 2-2626.
Omaha, Nebr., Jackson 7265.
Philadelphia, Pa., Market 1313.
Phoenix, Ariz., 4-1202.
Pittsburgh, Pa., Grant 0800, Br. 339.
Portland, Oreg., Atwater 6171, Br. 525.
Providence, R. I., Dexter 6456.
Richmond, Va., 3-7198.
Sacramento, Calif., 3-5669.
St. Louis, Mo., Garfield 0360, Br. 239.
St. Paul, Minn., Cedar 8033.
Salt Lake City, Utah, 4-2552.
San Antonio, Tex., Cathedral 6801.
San Francisco, Calif., Market 8533.
Scranton, Pa., 7111.
Seattle, Wash., Seneca 3100.
Spokane, Wash., Main 5801.
Springfield, Ill., 4671, Br. 46.
Toledo, Ohio, Main 8010.
Utica, N. Y., 2-2737.
Washington, D. C., Nat'l. 6400, Br. 2304.

Some Typical Examples of Dealer Losses From the Secret Service Files

A GROCER was forced into bankruptcy. It was in the days of WPA. Two foremen were the criminals. When a workman was dismissed, instead of reporting him as dismissed, the foremen would sign him in as present. Then they changed his mailing address to a rooming house where they could collect his pay checks. One of the foremen then went to a grocer and, in a peremptory manner, told him that he (the foreman) was authorized to cash checks for the men working on the project. The grocer was gullible. He cashed checks amounting to \$3,500 and was finally forced into bankruptcy.

BUTCHERS were fooled by a forger who specialized only on meat markets. This forger donned old clothes so as to appear poverty-stricken, and used crutches in order to arouse sympathy before getting his "phony" checks cashed by unwary butchers. He was quite successful for a time, but was finally caught. However, he ran two blocks before secret service men caught up with him!

A DEPARTMENT STORE cashed 50 forged checks, 15 of which were cashed in one department and okayed by the same executive. This executive was approached ten times on ten different occasions by one of the members of the "gang." In no case could the executive give identification of the man who passed the forged checks. One of the "gang" in due time was caught and brought up to the executive who looked the man over and said merely that he looked familiar. Secret service men then asked the forger to tell the executive how he did it, but the prisoner just shook his head and said, "This man is a dope. I cashed four checks in one day. All I did was put my coat collar up once. The next time I put on a sweater. The next time I left my jacket on, and after that I put my hat on."

SEVERAL MEN'S CLOTHING STORES were bulldozed by a forger who was physically smaller than the average normal man. He made a practice of going to men's clothing stores to purchase suits and overcoats. He would try on the clothes and have the tailor measure them for alter-

ation. Then he would pass a check (always over the amount of the purchase), make a deposit, take the change and leave the store. When the forger was caught, secret service men identified him by bringing the coats and suits he had had measured for alteration into court and putting them on him then and there.

AN ARMY AND NAVY STORE proprietor was fooled by a group of wayward children, ranging in age from 12 to 14 years. They would rob letter boxes on the way home from school. One day after one of their "steals" they went into the store and one of the group proceeded to "con" the proprietor by saying: "Gee, you look like Edward G. Robinson, and he's a swell guy, so you must be too. I would like to buy that pair of sneakers." This proprietor was gullible enough to cash the children's stolen checks—four forged checks, totaling \$300.

ANOTHER ARMY AND NAVY EQUIPMENT STORE located near a navy yard was "hung up" for \$775 in forged checks. A young man dressed in a Navy uniform approached the manager of the store by saying that he got the money when he turned in War Bonds to get married and set up housekeeping. What he failed to say, however, was that this story was true of another sailor and that he had stolen the checks from him. When secret service men asked the manager of the store why he had cashed the checks without sufficient questioning, he answered by saying, "Why not—he was wearing a uniform." That store stood the loss of the checks.

MANY STOREKEEPERS are fooled by women who use their own children or borrowed children to help them convince storekeepers that they are neighborhood women. Most checks going through the mails bear an address on them. Yet forged checks are passed by women with children a mile or more away from the addresses on the checks. When questioned by secret service men as to why they are not more observant of the addresses on these forged checks, the storekeepers say, "Why they looked like neighborhood women." The "mother-and-child" idea "got" them.

He isn't just a "worker." He's a human being. And management understands that. Witness the current emphasis on employee welfare in war production plants throughout the country. Here we see two pages from the Boonton Molding Company's booklet for employees. They tell "green" wartime help how to take advantage of the services and facilities offered to them.



INSURANCE:—

Every employee is covered by the regular Compensation Insurance as required by law. In addition, starting three months after the employment date, the company covers every employee with a \$1,000.00 life insurance policy at no cost to the employee. This is cancelled when the employee leaves unless he wants to take it over at his own expense. No physical examination is necessary.



HOSPITALIZATION:—

The company gives to each employee after three months service a complete hospitalization plan without cost, to the employee. This covers hospital expense benefits, and surgical care. A folder describing the plan and amounts given will be given you by your foreman.



SICKNESS & HEALTH:—

Sickness and Health Insurance is also given without charge to all employees of three months standing. Ask at the office for details.

Group Insurance, Hospitalization and Sickness

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and Health Insurance are handled thru blanket policies taken out with the Metropolitan Life Insurance Company and are subject to their standard rules and regulations which will be gladly explained at any time.



EYE EXAMINATIONS:—

Any employee that feels his or her eyes need help can have a free examination by Dr. Charles A. Boquist, of Boonton and will be supplied with working glasses at no charge. See the Office for an appointment. Your eyes are taken no much for granted — you don't realize how useful they are until they begin to slip—don't hesitate—see the Doctor—he won't hurt you and he may help you a lot.

LEGAL HELP:—

The services of Beam & Kelley, lawyers, are offered to all employees at no charge for consultation. Make an appointment directly with them, show your badge, present your case. This covers any and all personal problems you may have, and should be used before you get in trouble as well as after. What you talk about is confidential between you and your lawyer, it is not reported to the company. If papers are to be drawn up or any steps taken that cost money you must pay that yourself.

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Employee Handbooks: Management Tools To Build Better Industrial Relations

Thousands of companies today have hordes of new employees: employees new to the company, employees new to the business world. The job of inducting them, winning their cooperation, and inspiring in them the sense of belonging to a team, is tremendous. Employee manuals are efficient aids in accomplishing these ends.

BY ETNA M. KELLEY

ONE of top management's chief concerns these days is the health, behavior, and morale of factory and office employees. Where the number of employees runs into the thousands, and the company is producing war materials, employee relations may be the number one management problem.

Workers are people. Top executives who suffer least from personnel difficulties are those who have learned—or instinctively know—how to treat employees as human beings. One device used successfully now by scores of companies to help the newcomer over the first difficult weeks of employment in a new job—perhaps at new work—among new associates, is the employee handbook.

These manuals, written from the worker's point of view, tell him what

he wants to know, what he needs to know, give him "the management point of view." This is not as simple as it sounds, for at least some of a company's new workers are now on payrolls not actuated by economic necessity, but by patriotism, boredom in manless homes, or other motives. Unaccustomed to work discipline, these workers are unwilling to abide by regulations unless they know the reasons behind them.

For the purposes of this article eight such booklets prepared for workers, old and new — chiefly new — were studied. These were issued by: The Baldwin Locomotive Works; Boonton Molding Co.; The Dumore Co.; Eastern Aircraft Division of General Motors Corp. (for its Linden plant); Monsanto Chemical Co.; Munsingwear, Inc.; Stromberg-Carlson Telephone

Mfg. Co.; and the John B. Stetson Co.

In addition to answering routine questions about the company, and what it makes; when employees are paid and how; hours worked, and what benefits (such as insurance and pensions) and facilities (such as cafeterias and parking space) are available, these booklets all endeavor to convey to the worker the thought that he has a definite stake in the organization that employs him.

Rare indeed is the president of the large company who can boast that he is able to call many of the employees by their first, or even their last, names. Recognition on the part of management that this is an important asset is at least implied in the fact that all the companies whose booklets were studied devoted space to tell "who we are" and "what we make"—usually with brief mention of the early history of the company and with some reference to the part it is playing in the war.

Actuated, presumably, by experiences with disgruntled workers who had been unable to believe that "the funny little gadgets" they inspected or otherwise worked with could be important cogs in the war machine, some of the companies very wisely refer in these books to the part their products

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Where Can I Find the Answers to These Questions?

YOU AND YOUR JOB	Page No.
What Will I Do?	4
How Long Will I Work?	5
How Is a Fair Day's Work Determined?	7
How Is My Time Recorded?	9
When and How Shall I Get My Pay?	10
How Much Will I Be Paid?	12
Will the Company Help Me Save Money?	13
Do I Get Any Time Off?	14
Is This a Plant Where the Bosses Know All the Answers or Does a Fellow Get a Chance to Make a Suggestion if He Sees a Better Way of Doing Something?	15
Is There a Union?	16
What Do I Do if I Terminate My Employment?	17
YOU AND YOUR WORKING CONDITIONS	
What Kind of Working Conditions May I Count on?	18
Is This a Safe Shop, or Am I Apt to Get Hurt?	19
What about Transportation to and from Work?	20
Where Do I Eat?	22
May I Use the Telephone for Personal Calls?	24
If I Have a Personal Problem, Can I Get Help in Solving It?	25

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Page No.

What Must I Do to Conform to Wartime Regulations?	26
What about Visitors?	27
What Do I Do if I Get Sick or Am Hurt at Work?	28
Can I Get Sickness and Accident Insurance through the Company?	29
How about Hospitalization Insurance?	30
What Do I Do in a Blackout?	31
YOU AND YOUR FELLOW EMPLOYEES	
Who Are the People Who Work with Me?	34
How Can I Get Acquainted with Fellow Employees?	35
How Can I Make Friends of the People Who Work with Me?	37
How Can I Contribute to the Welfare of the Community?	38
YOU AND YOUR COMPANY	
What Kind of Company Do I Work for?	40
Who Runs the Company?	41
What Does the Company Make?	43
Suppose I Invent Something of Value to the Company—Shall I Be Paid for It?	44
Does Length of Service with the Company Count?	45
How Do I Get a Better Job?	46

3

RULES FOR PERSONAL CONDUCT

The purpose of these rules and regulations is not to restrict the rights of anyone, but to define them and protect the rights of all and insure cooperation.

Violation of any of the following shop regulations will be sufficient grounds for disciplinary action ranging from reprimand to immediate discharge, depending upon the seriousness of the offense in the judgement of management.

1. Falsification of personnel records or other records.
2. Knowingly ringing the clock card of another.
3. Habitual failure to ring own clock card. Double ringing, practice ringing, making erasures, or otherwise mutilating a clock card.
4. Permitting another to use your badge to enter the property.
5. Failure to wear badge in plain sight at all times on Company property or refusal to show badge or pass upon request.
6. Habitual absence without reasonable cause.
7. Habitually removing...

RULES FOR PERSONAL CONDUCT (Continued)

10. Distracting the attention of others, or causing confusion by unnecessary shouting, catcalls, or demonstration in the plant.
11. Creating or contributing to unsanitary conditions.
12. Unauthorized possession of weapons on Company premises at any time.
13. Refusal to obey orders of foremen or other supervision or refusal to cooperate with members of the Plant Protection Department in the performance of their duties.
14. Refusal to do the job assigned to you. (Do the work assigned to you and follow instructions; any complaint may be taken up later through the regular channels.)
15. Operation of machines, tools, or equipment to which an employee has not been specifically assigned by an accredited supervisor.
16. Making scrap unnecessarily.
17. Horseplay, scuffling, or throwing things.
18. Wasting time or loitering in the toilets or on Company property during working hours or habitual abuse of relief privileges.
19. Smoking except in specifically designated areas and during specified periods.
20. Threatening, intimidating, coercing or interfering with fellow employees or supervision on the premises at any time.

27.

play in the nation's war program. Eastern Aircraft has done a particularly effective job in this respect, by showing pictures of and describing, in some detail, "The Ships We Make" (the Wildcat and the Avenger), and even by telling of battles in which these planes performed successfully.

The Boonton Molding Co. booklet differs from the others in that it tells little or nothing about the company's origin or its pre-war activities. More than half of the booklet discusses the molding of plastics, in language that should be comprehensible to the average worker. Prepared with great care, this section is a sort of "Primer of Plastics" which should give new employees useful insight into their own jobs and the relation of their jobs to the activities of the company as a whole. Scattered through this part of the booklet are admonitions and advice on good workmanship.

They Learn "Why" and "How"

The Boonton booklet also contains one of the best interpretations of company policy in the group studied. In "laying-the-cards-on-the-table" fashion, it touches briefly upon the importance of molded parts in the machines of war—tanks, searchlights, compasses, airplanes, etc., and then explains:

"Unfortunately, there are about 200 other companies in the U. S. in this same business of molding plastics, which means that the prices we get for our product are not always just what we may think they ought to be. We get our business because we think up cheaper ways of doing a job than the other 199—many times a better job—and because as a team, everyone who works here is interested in doing the best he or she can to keep things rolling smoothly through the shop. No company is any more than the people who work for it—their spirit, their courtesy, their way of looking at things and pulling together make or break it—and that means everyone from top to bottom. Believe it or not, we have customers who swear by us because they like the friendly atmosphere in the shop. ...

"This book is brought out so that the whole group can know the whys and hows of what goes on around them, and so can understand something of our problems."

Munsingwear also expresses something similar in its chatty booklet, "ABOUT You and Us," in a paragraph amusingly illustrated by a drawing of the funny little man, "Munsingwear Mac," whose heart definitely is in his work. With a group of other items, it comes under a chapter heading, "MUNSINGWEAR Reminds You:"

"What about my job?" "What are my working conditions here?" "How about time off?" "Can I bring my lunch—and if I do, will there be a place where I can eat it?" These and other inevitable questions, punctuating the thoughts of new employees, are answered and anticipated in these management-inspired booklets.

Your Job WITH MONSANTO at the St. Louis Plant

What opportunities does it offer?

★ What responsibilities does it impose?

★ Who owns Monsanto? Who runs it? And what stake do you have in the company's success?

★ What hours will you work? Will your job last? How much will you earn? What about vacations?

★ How can you provide against sickness... old age... death? How can you get ahead?

★ Is Monsanto a safe place to work? What rules must you follow? How do you get a job with Monsanto?

Is This a Plant Where the Bosses Know All the Answers or Does a Fellow Get a Chance to Make a Suggestion if He Sees a Better Way of Doing Something?

SUGGESTIONS

1917, we have had a suggestion plan. This was designed to encourage all Stromberg-Carlson employees, not just those whose duties so require, to develop new manufacturing methods, improvements in processes, propose savings to be made in materials. These suggestions are made in the form of a suggestion card, which the Company to maintain its position as a manufacturer of high quality communications equipment, discover a shorter way of performing a part of it, than the process standard is based. It will be well to describe or draw it on the back of a blank card, seal it in the envelope, and place it in the envelope. The Company President, and the "Munsingwear Mac" will be sure of the savings that result.

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SHE'S THE KEY TO THE WARTIME MARKET PUZZLE

THE MAY COMPANION KEEPS THE HOME IN FIGHTING TRIM!

Our country-wide network of Reader-Reporters tell us what women want—and here are just a few high-lights of this practical, usable service package for May: "Combat Ration Family Style," is a nutrition guide with a wartime twist. "Are You Up on Your Feet?" stresses foot care and proper shoes; a big special portfolio ties in with the National Baby Week, with 10 pages—editorial and advertising—on infant food, clothes and training. ALSO, the first personal-experience account of the new painless child-birth technique which is attracting medical attention all over the country. There's a lot more, including a movie-bound Long Short Story about life and death in Occupied France, and second installment of Clarence Budington Kelland's enthralling mystery. It's all earmarked in advance to meet specific known needs.

"Find the woman!"

When you do, all the other pieces of the puzzle quickly fall into their places. The whole wartime market picture is simplified.

But the woman is busy. She has taken over the job of Economic Director of the Home Front . . . a post formerly shared by her men in the armed forces and war industries.

So you'd better talk to her when she's in the mood . . . actively looking for help, guidance and information in her man-sized job.

Where does she look? Well, there's been a 4-to-1 gain in high readership of women's magazines since the home front went to war. And the mounting piles of reader mail at the Companion office tell their own eloquent story.

As her problems multiply amid goods shortages, so do the opportunities of Companion advertisers to help her solve them. Those who serve the woman well in her hour of critical need and vast responsibility, will win and hold her abiding gratitude and patronage.

Woman's Home
Companion

UNDERSTANDING WOMEN IS OUR FULL-TIME JOB

APRIL 15, 1943

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"THAT no worker has a right to hold any job longer than his heart is in his work. You work, in greater measure, for yourself than for your employer. As you make your work a thing of service and conscientious effort, you grow not only with your organization but also in character."

The Munsingwear booklet closes on a cheerful note, with the company's script trade name, and a drawing of "Munsingwear Mac" hanging a framed "Home Sweet Home" motto on the wall, beneath the couplet, "You are cordially welcomed here."

"We want you to be happy at your job!"

The meaty and well-prepared handbook, "Your Job with Monsanto at the St. Louis Plant," was planned with the idea of winning the confidence of workers and imbuing them with the thought that their stake in the organization is an important one. "Monsanto expects you to be fair and just in your judgments of the company and its policies, as it tries to be fair and just in its dealings with you," is the opening sentence in a section headed, "What is meant by 'your responsibility to the Company'?"

First Concern Is Pay Day

Pay Days, Time Clock and Swing Shift: Management must have learned through experience that "When do we get paid?" is the worker's first concern. Most of the books give considerable space to this topic, telling not only when and how payment is made, but sometimes the basis upon which payment is made as well. What to do when one misses the paymaster is covered by several companies, and some of the booklets even tell how to collect wages when leaving the organization. Time clock procedure also is discussed in forthright terms, always with some version of the warning, "Never punch another person's card." Some of the booklets cover the subject of shifts in detail, but the majority treat it only in general terms, mentioning the desirability of coming to work in the shift to which one is assigned. Three companies list the holidays they observe. Four specify that supervisors should be notified in case of the necessity to remain away from work.

Insurance and Other Benefits: All companies mention or describe their insurance plans, and most of them devote space to sickness, accident and hospital benefits. The Dumore Co. also describes the benefits it allows for dependents and defines the term, dependents. Eastern Aircraft's booklet, "You and Your Job," contains a concise outline of the facilities offered by its medical department, making a clear distinction between non-occupational ailments, which should be

treated by the family physician, and the periodic health examinations, first-aid and temporary treatment provided by the company. The Monsanto booklet includes its "Schedule of Insurance" in tabular form.

Fingerprinting, Identification Systems and Package Passes: It is a commentary on current conditions that the booklets devote so much space to the preliminary steps necessary to obtain positions in industry today, such as proof of citizenship and fingerprinting, and to discussions of the various identification systems used. Interspersed in the Monsanto text covering these topics are some effective pleas for cooperation, the first being: "This is for your protection, too." Several booklets outline the steps to be followed when one's badge is forgotten. The procedure for obtaining special passes, including exit passes for regu-



"Munsingwear Mac" knows all the answers—especially those about s-a-l-a-r-y!

lar workers, is given by some of the companies. Eastern Aircraft's booklet also covers the subject of package passes.

The advice, "Watch the Bulletin Boards," recurs, in some form or another, in several of the booklets. Baldwin Locomotive Works and Munsingwear both treat the subject in a separate paragraph illustrated by a line drawing of a worker examining a bulletin board. In some of the manuals, there are incidental references to the boards as media for learning of safety measures, car-pooling opportunities, etc.

Share-the-ride plans are mentioned in five booklets, four of which also describe parking facilities available to employees. Baldwin Locomotive includes the statement that the speed limit within plant property is 15 miles per hour. Stromberg-Carlson's booklet explains that a sub-committee of the company's Labor-Management Production Drive Committee deals with such transportation problems as improvement of bus schedules, gas-rationing and tire-treading; and acts as a clearing house for car-sharers.

Suggestion plans are treated both pictorially and with text by three com-

panies. Eastern Aircraft uses both a photograph and a drawing to illustrate the section, in which it is explained that one may earn as much as a \$1,000 War Bond for a single suggestion. Both Baldwin Locomotive and Munsingwear use amusing drawings to illustrate this department.

Where and How to Eat

Several companies mention their cafeterias. Eastern Aircraft, Monsanto and Stetson show photographs of theirs, and Stromberg-Carlson's book has a drawing to illustrate its "Where-Do-I-Eat?" section. Eastern Aircraft mentions that workers who bring their own lunches are welcome to eat them in the cafeteria. Stromberg-Carlson suggests that those who bring their lunches eat them in the dining room, to keep foodstuffs away from work benches, and urges hand-washing because: "Greasy fingers can cause enough trouble in the delicate apparatus we make to prevent a good contact and cost a soldier or sailor his life." Munsingwear asks, "in the interests of good housekeeping," that all eating be done in the cafeteria, and specifies that ice cream cones should not be taken into the mill or office. An amusing "good-housekeeping" cartoon, captioned simply "NO," shows "Munsingwear Mac" sloppily eating a cone.

Particularly interesting is the use of drawings to soften the impact of certain of the rules which may irritate some employees. Typical of such treatment is the picture of Munsingwear's humorous character, "Mac," punching the time clock and using the telephone in one of the booths provided for employees. Munsingwear also uses the negative approach with effectiveness. "Mac" is shown eating his cone the wrong way, carelessly flinging his cigaret away, and then sneaking off in a hangdog manner without giving notice. In each of these cases, the word, "NO," written diagonally in large black letters, makes it clear that "Mac" is misbehaving.

Another case of "saying it with a smile" is Baldwin Locomotive's use of a drawing of a sick employee following the injunction, "Laid up? Call Up!"

All the companies mentioned safety, usually calling attention to special booklets they had issued on this subject, and in several instances recommending the study of posters and bulletins. An interesting variation of the theme is to be seen in Stromberg-Carlson's section, "Is This a Safe Shop, or Am I Apt to Get Hurt?" It tells of safety guards and other provisions adopted

**If you were a columnist
which magazine would you pick as
THE MOST IMPORTANT IN AMERICA?**

FIRST OF ALL, if you had a daily or weekly think-piece to write, you would probably be reading a *lot* of magazines.

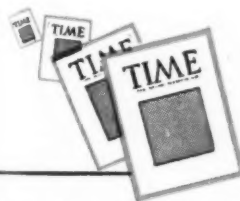
You'd be reading them for lots of different reasons, too—perhaps to get the feel of being on the spot where important things were happening in this crowded year... perhaps to absorb the all-over picture of what was being written, preached, invented, painted, and argued over, all around the world... perhaps to tap a new line of thought that might set you writing a fresh, different, stimulating column to meet tomorrow's deadline.

No surprise, therefore, was the vote of America's newspaper columnists when they were recently asked "What in your opinion is America's most important magazine?" No surprise that they gave **TIME** *twice as many votes as any other magazine*, more votes than the next five combined.

And a subsequent survey shows they like **TIME** *better than any other magazine they read*—give **TIME** 160% as many first-choice votes as the runner-up.

★ ★ ★

The above is another link in the chain of evidence* that America's most important people read **TIME**... prefer **TIME**... regard **TIME** as America's most important magazine. **TIME** is grateful for this vote of confidence—will do its best to deserve the continuing support of "America's most important people."



TIME

THE WEEKLY NEWSMAGAZINE

These key groups all vote **TIME** "America's most important magazine!"

(Perhaps because each week **TIME** does the most important job a magazine can do—and does it for America's most important people.)

***EVIDENCE PREVIOUSLY SUBMITTED:**
Corporation Officers and Directors
Newspaper Editors • Radio Commentators
People listed in "Who's Who" • General Magazine Editors
College Presidents • Members of Congress
Mayors of U. S. Cities

EVIDENCE HEREWITH:
Newspaper Columnists

COMING SOON!

Members of American Medical Association
Contributors to Encyclopedia Britannica



Walter Lippmann, whose column, "Today and Tomorrow," appears in the *New York Herald Tribune* and over 170 other newspapers, says: "I always read **TIME**. It contains more information on more subjects than any other publication in the world."



Raymond Clapper (the *New York World-Telegram* and 152 other papers through *United Features*). "I have read **TIME** for many years and it still seems new and fresh and stimulating—because of the way you bring the news to life and round it out. **TIME** is especially valuable to me for keeping informed about fields outside the one I am working in."



Bill Cunningham (the *Louisville Courier-Journal* and 14 other papers). "I read **TIME** from cover to cover as an occupational necessity. It saves hours of research, provides vital information no research could uncover."

by the management; of safety instruction afforded; of the work of the Safety Inspector; of hearings on accidents, by the Workman's Committee; and of the adoption of "thousands of employes' safety suggestions . . . accepted and quickly put into practice." Monsanto also tells what the company has done in the interests of safety.

The subject of safety is treated humorously, with illustrations in two booklets. Munsingwear "Mac" is seen stumbling down a flight of steps, presumably a victim of horseplay; and the Boonton Molding Co. booklet shows a submerged skater whose fall has smashed the "Danger" sign; this illustrates a "warning" against playing with the "air hoses which are all over the shop for various purposes," but which never should be used as playthings.

Labor Committees Explained

The Dumore and Monsanto booklets cover the subject of safety in more detail than the others studies, Dumore recommends that workers look upon their foremen as safety advisors, and learn from them the right way to lift, to handle tools, etc. There's advice on "Dressing for Safety." One section explains that the company provides every employe with safety goggles, "fitted individually and ground to your oculist's prescription if you wear glasses." This section contains one unforgettable sentence: "After all—it's your eye, or finger, or arm that is at stake."

Unions and Labor-Management Committees: Another sign of the times is the rather exhaustive treatment of unions and labor-management groups in several of the booklets. (Munsingwear, however, disposes of the subject in two paragraphs, explaining that its employes are affiliated with the Textile Workers' Union of America, recognized as the sole collective bargaining agency, and that the company deducts union dues from pay checks.)

The Stetson booklet tells of the formation of its Labor-Management Committee last August, for the purpose of promoting "production and cooperation in accordance with the policies of the War Production Board, and of the holding of eight meetings, from which have resulted many ideas of merit." There is a photograph of members of the committee, with union and management representatives identified in the caption. The Stetson book, prepared by Brown, Hageman & Co., in collaboration with Wm. E. Rudge's Sons, was designed not so much to inform new workers of rules and routines as to interpret management's

point of view to employes. It is lavishly illustrated with pictures both of workers and executives. More than one-third of the company's employes have worked for Stetson for over 25 years; photographs of 15 who have had over forty years of service are included in the book. Pension and insurance plans, the suggestion box, the company's research program, the part it is playing in the war, all are discussed, but, generally speaking, the booklet is a report to employes and resembles the usual type of regulation report to stockholders.

Monsanto's booklet also tells of the achievements of its Labor-Management Committee; and under the heading, "Is There a Union?," the Stromberg-Carlson pamphlet describes its relationship with Local No. 1 of the Rochester Independent Workers. The Dumore booklet devotes a page to a discussion of its "Union Affiliations."

War Bonds are high-lighted in four of the booklets—usually with a recommendation to set aside a given sum from earnings to purchase them. One company announces that it will withhold a percentage of each employe's pay for this purpose, unless a good excuse for not doing so is offered. Dumore mentions an interesting incentive for full participation in the program—a weekly drawing in which a \$25 Bond is given to one lucky participant in the plan.

Legal Service Is Free

Scattered among the books are some surprising bits, several of which inspire the comment, "Why didn't anyone think of including this before?" Sometimes it is the existence of the particular facility which attracts attention. In the Boonton booklet, for example, there are the paragraphs on eye examinations (free to any employe, as are glasses—if he needs them) and on legal help. The legal service is free, confidential, covers any and all personal problems, *"and should be used before you get into trouble as well as after."*

Somewhat similar is Stromberg-Carlson's invitation to employes to bring their problems, first, to foremen and department heads, or, second, to the personnel department.

Sections in the Baldwin booklet which rate special mention are those devoted to Discrimination (hiring and promotion are not affected by race, creed, color, national origin, membership in a labor organization); "shop tools and tool checks" (where kept, how to get them, procedure for returning them, etc.).

The Stromberg-Carlson booklet, presumably addressed to an audience

somewhat different from those of the other booklets studied, has several departments which are unusual either because of their subject matter or because of their editorial approach. For example, War Bonds are discussed under the heading, "How Can I Contribute to the Welfare of the Community?"

"How Can I Get Acquainted With Fellow Employes?" is the title of a section describing the activities of the "S-C" Club, a group of the workers who indulge in sports events and athletics. There is some excellent advice in a section, "How Can I Make Friends of the People Who Work With Me?"—chiefly in the nature of recommending consideration of others and applying the Golden Rule to one's working habits.

Pocket-size Is Popular

Interesting topics covered in Monsanto's book—the section titles of which are self-explanatory—are: "How to Get a Job With Monsanto," "Your Chances for Advancement," and "How You Can Train Yourself for a Better Job."

Though all the books studied deserve—in SM's opinion—an "E" for effort, there are certain features which are particularly outstanding in some of them, and which deserve special commendation. The pocket-size dimensions of five of the books are features in their favor. Munsingwear's book is noteworthy for its gay format and amusing illustrations, illustrations handled so effectively that they could almost achieve their purpose without text.

By coincidence, the booklets of Eastern Aircraft and Stromberg-Carlson both carry the same title, "You and Your Job." Both are pocket-sized, and each has the advantage of being indexed. With Monsanto's book, "Your Job," they are the only ones in the group which have this convenient adjunct. (The Stromberg-Carlson index is, in reality, a set of questions, since the text is arranged under captions in the form of questions. All of the questions are written in the first person: "Do I Get Any Time Off?" "How Much Will I Be Paid?" "How Is a Fair Day's Work Determined?"—and so on.)

A survey made nine months from now, to determine the number of employes who still will have their books and the uses they have made of them, would be interesting and instructive. Perhaps one or more of the companies which issued these books will conduct such a study. If one of them should do so, SALES MANAGEMENT would like to know its results.



'Who Pays for the Bridesmaids' Bouquets?'

"Can I substitute beer for cocktails?" "What should my husband wear to the International Art Exhibit?" Questions like these pour in every day to Sun-Telegraph's Dorothy Randall, Alice Seneff and Mrs. Bregg, whose advice is gospel to thousands. In Pittsburgh, women have more money to spend than ever before. And don't forget—

Pittsburgh Women Read the

Sun-Telegraph

REPRESENTED NATIONALLY by the RODNEY E. BOONE ORGANIZATION

APRIL 15, 1943

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Blackstone Studios

These two men will help Sterling Drug, Inc., to solve its peacetime problems. (Left) James Hill, Jr., came to Sterling as auditor in 1929, was promoted to controller, and later was made treasurer. He was recently elected president. (Right) Edward S. Rogers, new chairman of the board, is an authority on trademark law and recently was successful in defending Fair Trade (California) before the Supreme Court.



Conway Studio, Inc.

Sterling Streamlines Corporate Setup And Makes Radical Policy Changes

Sterling Drug, Inc., is one of the largest advertisers in the drug field. Within 18 months it has reorganized to absorb 16 wholly-owned subsidiaries. Research has been expanded, sales have been re-aligned, and new public relations policies formulated.

BY LAWRENCE M. HUGHES

STERLING DRUG INC., Wheeling, W. Va., is clearing the decks now for effective post-war action.

During the past 18 months, Sterling has been confronted with difficult problems. The policies and plans developed to solve these problems, says James Hill, Jr., president, will help Sterling to meet the problems of peacetime.

Sterling's policies and plans are concerned primarily with the increase of good-will and the wider acceptance of Sterling drugs.

Good-will begins at home, within the organization. Sterling intends, Mr. Hill points out, not only to take back all employees who have gone into the armed forces, but hopes to retain all employees who have been hired to replace them.

To create these additional jobs, Sterling is developing new products for introduction after V-Day. Sterling will enter new markets, such as India and China, and through new sales and price policies, it will seek to expand the volume of its products in present markets.

Behind all this is a new simplified,

streamlined, flexible, corporate set-up, and new policies of advertising and dealer and public relations, through which Sterling emerges from the background as a holding company for a wide variety of enterprises and becomes a vigorous, unified operating company. Subsidiaries have become divisions. Policies and products of all divisions will adhere to Sterling standards and will be backed by the Sterling name.

The company now has about 20 widely advertised products. Others which already have proved themselves, but which have not been advertised, will join this group. And still more will be added to the list.

In addition to consumer products, Sterling, through its management of Winthrop Chemical Co., Inc., is expanding its work on ethical drug products. During the past year or two, Sterling and Winthrop have more than doubled their research activities.

Sterling's own new laboratory, at Glenbrook, Conn., is engaged in product control and the development of new products. Expanded market research is closely related to this work.

At Rensselaer, N. Y., Winthrop en-

gages only in research and in the development of new medical products. One of the new products is atabrine, a synthetic substitute for quinine which is used in the treatment of malaria. Against a normal production of 5,000,000 tablets a year, production of atabrine, when last reported on December 17, was more than 800,000,000 tablets, or enough to treat 53,000,000 cases of malaria annually. In the December, 1942, issue of *Reader's Digest*, Dr. Paul de Kruif told how Winthrop scientists learned to make atabrine entirely from domestic chemicals.

In January of this year, Winthrop absorbed Alba Pharmaceutical Co., Inc. Alba's 35 detail men were added to Winthrop's force of 200 detail men who call on doctors.

In its wartime and post-war activities, Sterling has had to overcome unusually difficult problems.

Since its founding in West Virginia in 1901, the company had been dominated by the late William E. Weiss, chairman of the board and general manager.

Originally called the Neuralgyline Co., Sterling expanded largely by purchasing other companies. In 1919, after World War I, Sterling bought the German-controlled Bayer Co. from the Alien Property Custodian. In the same year, it organized Winthrop Chemical Co., Inc.

Agreements between Bayer and I. G. Farbenindustrie A. G., the German chemical trust, on the sale of aspirin in South America, led to in-

"Folks sure am comin' to DETROIT!"

People are moving into Detroit! Even an alert Board of Commerce finds it difficult to keep count. But, this we know: Detroit leads all major cities of the nation in percentage of increase in population during the past two years.

These newcomers (more than 300,000 of them) would have emptied the state of Delaware. Or cleared the city of Denver. Or left Dallas a ghost town. But, they have come from everywhere. Come to build the tanks and guns. Come to make every hour a productive hour.

No routine radio schedules could serve these men and women. That is why WJR is on the air twenty-four hours a day. Why there are newscasts every hour of the night. Why the name band swinging for dancers in Hollywood is piped in for the pleasure of swing shifts at the war plants.

Detroit is not leading a normal life these days. It is working 'round the clock. It is fighting a war. And so is WJR.



WJR

THE GOODWILL STATION

Detroit

BASIC STATION...COLUMBIA BROADCASTING SYSTEM
G. A. Richards, President . . . Leo J. Fitzpatrick, Vice President and Gen. Mgr.



Edward Peiry & Company, Inc.,
National Representative

APRIL 15, 1943

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vestigations of Sterling Products, Inc., in 1941, by the Departments of State, Treasury, and Justice.

Sterling signed a consent decree and, among other things, proceeded to tackle the Latin-American aspirin market on its own, against the German competition there.

In August, 1941, Mr. Weiss and A. H. Diebold, president, resigned. Edward S. Rogers became chairman of the board and Mr. Hill president.

Mr. Rogers, now 68, is an authority on trade-mark law. He handled patents in the Alien Property Custodian's office during World War I, and in more recent years won the respect of the drug industry by his successful defense of the Fair Trade (Calif.) Law before the United States Supreme Court.

Mr. Hill, Kentucky-born World War veteran, served a number of years in the Internal Revenue Bureau. He came to Sterling as auditor in 1929. He was promoted to controller and later was made treasurer.

Aspirin Business Liquidated

By December 31, 1941, the new management was in a position to report that all advertising and sales of aspirin below the Rio Grande, in which Sterling and I. G. Farben jointly participated, had ceased, and that the aspirin business had been abandoned by Sterling. Seven wholly-owned subsidiaries below the Rio Grande, engaged in the aspirin business, were liquidated, commercially and legally.

In the meantime, two subsidiaries, Sydney Ross Co., and Sterling Products International, Inc., launched a new aspirin business wholly owned by Sterling, using a new trade-mark—Mejoral. Aided by intensive advertising and sales work, Mejoral in its first year regained four-fifths of the sales of the old trade-marked products. (SM issues of January 1, February 1, March 1 and April 1 have published articles on Sterling's marketing plans in the South American market; others will follow.)

Sterling also organized Winthrop Products, Inc., in Latin-America as a wholly-owned subsidiary to handle ethical drug products, and that company formed five subsidiaries there.

On January 15, 1942, Dr. Theodore G. Klumpp was named president of Winthrop Chemical Co. Inc. Dr. Klumpp had been chief of the Drug Division of the Federal Food and Drug Administration and secretary of the Council on Pharmacy and Chemistry of the American Medical Association. Later in 1942, Dr. Chester M. Suter was made research director and Dr. Harold L. Hansen was named

assistant to the president of Winthrop.

On April 17, 1942, the Treasury Department announced that it would study the extent and vigor of Sterling's compliance with the consent decrees and representations. Shortly afterward, the Department of Justice started a parallel investigation.

Free of I. G. Farben

In an article in the September, 1942, *Atlantic Monthly*, Thurman Arnold reported that Sterling had become free of entanglement with I. G. Farben. And in a brochure published in December, Foreign Funds Control of the Treasury cited Sterling's readjustments as an example of a job well done.

In the meantime, last September, Mr. Hill issued a summary of what had been done in the first year since Sterling had severed all relations with I. G. Farben. (By coincidence, this statement was issued on the day after Mr. Weiss died from injuries sustained in an automobile accident in Michigan.)

The company, Mr. Hill pointed out, had become "the largest American organization in the Latin-American field." It had doubled personnel, intensified selling activities and increased advertising—had become, in fact, "the most important advertiser, foreign or domestic, in Latin-America." The substantial increase in sales which followed "made Sterling the strongest competitor I. G. Farben had in Latin-America."

Mr. Hill described the launching of the new aspirin business and of the ethical drug business "in Latin-America and in other parts of the world not under Axis control." Sterling also had "tremendously increased . . . war production of important drugs required by the armed forces."

Mr. Hill emphasized that profits from the contracts with I. G. Farben had represented only 10% of Sterling's annual earnings. The rest of its business, representing 90% of earnings, had come from business in this and other countries, which had nothing to do with the I. G. Farben agreements. Of Sterling's 24,500 stockholders, "98% are Americans, who own 98.5% of the outstanding shares." Nearly all the other shareholders are British subjects.

Last October 15, the name Sterling Products, Inc., was changed to Sterling Drug Inc. And on December 23, Sterling Drug absorbed 16 wholly-owned subsidiaries and elected three new vice-presidents: O. W. Ergenzinger, in charge of the Phillips Division; Harvey M. Manss, in charge of the Bayer and Watkins Divisions, and

Harold B. Thomas, in charge of the Centaur and Cummer Divisions.

Previously, each division had operated independently under the supervision of Mr. Weiss. Now the abilities and experiences of the stronger divisions were brought to the aid of the weaker divisions.

Also, Sterling's name will reinforce the entire line. Individual brand names will be continued, but "Sterling" brand will receive increased emphasis. Future Bayer aspirin packages, for example, will say, "Made by Sterling Drug Inc., successor to the Bayer Co."

On January 20, Sterling elected six divisional vice-presidents: Joseph D. Bohan, Centaur Division; Maxwell R. Hott, Dr. W. B. Caldwell Division; James N. Cooke, Cummer Products Division; Alfred H. Burns and Robert R. Harsell, Charles H. Phillips Division, and David R. Williams, R. L. Watkins Division.

"Lone Wolf" Idea Thrown Out

Since last June, sales and merchandising of R. L. Watkins Division (Dr. Lyon's tooth powder, mulsified coconut oil) have been under Bayer control. Ironized yeast and Mollé sales are now handled by Centaur. Other divisions are expected to make similar changes, to strengthen volume and to increase good-will.

For many years Sterling had followed its own course. It had been the "lone wolf" of the drug trade and had never tried very hard to make friends among competitors or customers. Chiefly because of consumer demand, created by large-scale, consistent advertising, the drug stores carried and sold Sterling products. This may have worked out well for the better-known products, but it provided a serious handicap for others in the line.

Mr. Hill and his associates proceeded to do something with and for the drug trade. They initiated, for example, the War Bond campaign of the drug, chemical and allied industries, in which 75 large advertisers now are devoting 5% of their advertising space and their time to a consistent War Bond series prepared by four advertising agencies through the Advertising Council, Inc.

Sterling's representation in drug conventions usually had been one or two men who sat in the audience. Last year, at the National Wholesale Drug convention at the Waldorf-Astoria, New York City, Mr. Hill and all of his "boys" turned out to hold open house for the "gang." Some of the wholesalers were so surprised that they asked Mr. Hill to write his name down for them so that they could take it back to their associates as proof



Why I Like to Write for Cosmopolitan

—by—
Viña Delmar

Though one of America's most successful fictioneers for 14 years, Viña Delmar is still amazed to realize she isn't an actress. Her first book, *BAD GIRL*, made publishing history. She and her husband, Eugene Delmar, are one of Hollywood's star writing teams. Her latest story, *KISS IN THE FOG*, appears in current (May) Cos.

THERE are several reasons why I am glad to be a Cosmopolitan contributor. I am naturally proud to know that my work is appearing in a magazine that has always maintained a very high standard.

Also there is personal satisfaction in recalling the great fiction writers whose names have marched along these pages for many years.

These are important reasons but they are perhaps not the real basis for the extreme pleasure I have had in my long and interesting

association with Cosmopolitan.

That pleasure has come from the audience to which Cosmopolitan appeals. The size of that audience and the varied tastes in reading which it includes allows a writer great leeway.

One need not consider that every story must be addressed to a particular type of reader for the doctor's secretary buys Cosmopolitan and so does the doctor.

Also the girl in college and the angry old man who just got the

bill for his grandson's latest folly. The grandson also reads Cosmopolitan and so does the girl he will eventually marry.

With so great a variety of readers, Cosmopolitan can print any good story knowing that the angry old man will like it if the college girl does not. She can always find her type of story on another page.

Time has proved that writers and readers alike have many reasons for placing their confidence in Cosmopolitan.

Doctor . . . secretary . . . college girl . . . angry old man . . . grandson and his girl. All read Cosmopolitan because they enjoy superb stories told with consummate skill. Yet the vitally important fact (to advertisers) is this:

These are people who willingly pay a higher than average price for a better magazine—just as they gladly pay higher than average prices for other branded merchandise they believe in.

They want the best. And they know what money is made for. They are—Americans with the spending temperament, and the wherewithal to gratify their wants. TODAY'S BEST CUSTOMERS! TOMORROW'S BEST PROSPECTS!



Newsstand Buyers Spend More Per Issue for Cosmopolitan (at 35¢) than for Any Other A.B.C. Magazine

APRIL 15, 1943

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"That's all I can put on this door; they're still fighting over who's to get this office."



that he really was there in person.

Previously, each Sterling subsidiary had its own sales force calling on retailers. The Bayer force was stronger with the trade than some of the others. When Bayer salesmen started to carry Dr. Lyon's tooth powder, the druggists really began to stock it. In the latter half of 1942, Dr. Lyon's sales rose 25% and many a gap was filled in distribution.

Corporations and other institutions usually are reflections of the man at the top. Just as Sterling products reflected Mr. Weiss, Sterling Drug reflects Mr. Rogers, the "elder statesman," and particularly Mr. Hill.

Mr. Hill says that he was "born in the middle of the road in Kentucky." He has kept the common touch. He likes people, and his associates report that he knows how to get the best out of them. The trade is learning to like him, too. James Hill has carried Sterling through probably the toughest 18 months any large American company has had, without losing his temper or his shirt.

Mr. Rogers and Mr. Hill, however, did not discard all the domestic policies on which Mr. Weiss had built the business. They kept some and adapted others to meet the needs of the times.

Sterling for the last 15 months has engaged in a consistent program of public, as well as trade, relations.

Not only is brand advertising maintained, but the Sterling name is now pushed to the fore.

Through its subsidiaries, Sterling at one time was the biggest newspaper advertiser. In more recent years, Sterling has concentrated almost entirely on network radio. During some of these years, its time expenditures were the largest among all advertisers in this medium. In 1942, Sterling ranked third.

Mr. Hill agrees with Mr. Weiss on the advertising value of sustained radio programs. Sterling now has 15 programs, of which six are five-a-week daytime shows and nine are evening shows. Sterling's programs usually do not cast costly talent. They got their pulling power by building listenership steadily, down through the years. Bayer's "American Album of Familiar Music," for example, featuring Frank Munn, has been broadcast since October, 1931.

Starting last fall, however, Sterling resumed newspaper advertising, with campaigns for Bayer, Phillips milk of magnesia, and Dr. Lyon's tooth powder. Some secondary radio programs were dropped. The company

now is spending at the rate of \$1,500,000 in newspapers.

In November, 1942, Sterling ran its first institutional newspaper advertisement. An entire institutional campaign may follow.

There have been physical changes, such as moving the Bayer plant from Rensselaer, N. Y., to Trenton, N. J., and the American Ferment plant from Buffalo to Trenton, and greater concentration of direction in New York.

But the most important change, Mr. Hill believes, is that "the boys" now have authority as well as responsibility.

Sales Progress Is Made

Although Mr. Weiss chose capable executives, he made most of the major decisions himself. This was natural, perhaps, because for 40 years he had grown up with the business. It had become impossible to think of Sterling without first thinking of Mr. Weiss. He *was* Sterling.

Now, under Mr. Hill's supervision, the executives are more on their own. They are free to plan and to create, free to devise ways to build new respect for the Sterling name and new acceptance for its products.

Through all the difficulties of the past 18 months, the company has made sales progress. Net sales in 1942 totaled \$53,447,584.35, as against \$47,678,024.56 in 1941, and \$41,733,460.83 in 1940. Because of more than doubled income taxes, however, net profit declined from \$9,229,230.82 in 1940 to \$8,651,386.73 in 1941 and to \$7,086,354.05 in 1942.

In August, 1933, good-will had been written down to a nominal value of \$1. Since that time, the company has purchased various properties, including valuable trade-marks, such as Ironized Yeast and Cummer Products. The value of these acquired trade-marks and good-will on Dec. 31, 1942, totaled approximately \$20,600,000.

"In the interest of conservatism," however, the board of directors decided to reduce this item again to \$1. Already it has been written down to \$10,000,000, by charges against capital surplus and reserve for contingencies, and the directors intend to amortize the balance over the next 10 years.

Whatever the value placed on good-will in the balance sheet, the company recognizes that good-will is much the largest factor in its assets.

In its relations with the trade, the medical profession, the public, and the Government, Sterling Drug Inc., has set out to build good-will which will carry the company through the war and which will provide a strong base for expanded operations when peace is won.

YOUR 1943 SALES FORCE

With your sales force reduced for wartime reasons, and with your present salesmen unable to make personal contacts as regularly as before, the use of direct mail takes on added significance.

Today's merchandising hurdles find sales managers drafting Uncle Sam's mailmen to carry part of the selling load . . . advertising managers including more direct mail in their budgets . . . and advertising agencies doing more direct mail work for their clients.

Careful planners of direct mail never lose sight of the *quality appeal*, whether it be employed to make sales, to promote service, to maintain customer contacts, or to build prestige for future business. And the quality appeal can best be achieved by using *FULL Color!*

To get response that pays dividends use FULL Color in your folders, booklets, broadsides and circulars. It is easy to prepare material in FULL Color . . . and it is easy to order that material from Stecher-Traung.

As leaders in the field for over three-quarters of a century, we offer the many benefits of our "Gang Run" Service which provides you with sparkling, dramatic FULL Color sales and advertising literature at a price comparable to what you are asked to pay for only two colors. Write today!

Contractors to the Government—
War Work Comes First!

STECHE-TRAUNG
LITHOGRAPH CORPORATION
Rochester, N. Y. San Francisco, Calif.
Offices in Principal Cities

Free! THIS HELPFUL 28-PAGE BOOK!

Describes the advantages of FULL Color in meeting today's selling problems. Tells how to get beautiful results at low cost. Contains color charts and other valuable information.



MAIL
COUPON
TODAY



Stecher-Traung Lithograph Corporation, Dept. 312
274 North Goodman St., Rochester, N. Y.
600 Battery St., San Francisco, Calif.

Please send a copy of your new 28-page, Illustrated Full Color Book entitled "The Value and Patriotic Use of Full Color"—free of charge and without obligation.

Name.....Title.....
Firm.....
Address.....
City.....State.....
Type of Business.....

Priority Stocks Badly Balanced? Honeywell Finds a Solution

By setting up a clearing house which enabled distributors to trade products "short" in some areas and "long" in others, Minneapolis-Honeywell Regulator Co. earned the applause of wholesalers, made many a critical priority product available where it was needed.

YOU can chalk up a million dollar good-will "profit" with a mimeograph machine if you combine a few hours of concentrated work with a smart idea.

At the same time you can loosen a priority-frozen market and move vitally needed merchandise and instruments to areas where they are in demand . . . all within a few weeks and with the sanction of the law.

A manufacturer in Minneapolis did it with startling success, at little cost, by creating a clearing house designed to break loose from excess inventories tens of thousands of war-scarce, automatic controls.

As a result, latest type instruments—as well as ancient thermostats—outmoded damper controls, relays and a hundred and one other instruments no longer available except with super priorities, have come out of stock-rooms and have been shipped half way across the country to be pressed into service by war industries and civilian consumers alike.

Supply Picture Set Straight

The clearing house plan, baby of the Minneapolis-Honeywell Regulator Co., met with loud hurrahs among manufacturers and wholesalers of the company's products in all parts of the country. It is operated for the trade without obligation of any sort.

Surveying its sales records early in January, the company found an urgent demand for controls from wholesalers in some territories, but for which priorities could not be obtained. In other territories many wholesalers and manufacturers reported an excess of non-saleable control stocks which could be sold without a priority. Brain child of A. H. Lockrae, home office sales chief, the Minneapolis-Honeywell clearing house set out to level the hills and valleys of the lopsided supply picture. It did. And in a few weeks' time dormant inventories from Maine to California were practically cleaned out. Included were hundreds of obsolete, but workable, controls, still in their original cartons, which never would have been sold in normal times.

The plan is as simple as it is effi-

cient, which undoubtedly accounts in large measure for its success. And as for building up relations with the trade, the good-will could not have been purchased with years of advertising and thousands of personal calls. A bulging file in Mr. Lockrae's office, filled with congratulatory letters, attests the sound wisdom of doing something to help peace-time customers now hard-pressed for merchandise.

Rising to a dominant position in the industry by annually doing more than 50% of the business in its field, Minneapolis-Honeywell is no upstart. Since 1885 it has been designing and building automatic controls for heating, refrigeration and air conditioning. But the war found the company up to its neck with telescopes, gun-sights, tank-sighting equipment, and other ordnance items, and various electronic devices of its own design for the air forces. Although still producing thousands of its standard products because of the vital need for control devices in war plants and defense areas, M-H was unable to turn a wheel to meet hard-pressed customer demand without a priority of AA-4 or better,

as regulations did not allow manufacture with lower rated priorities.

Priorities notwithstanding, automatic controls were needed for replacement purposes in fields where an AA-4 was as hard to get as a porterhouse steak. But in some sections the demand for controls was almost nil.

Mr. Lockrae decided to obtain the instruments and controls from the dormant areas, where they couldn't be sold for love or money, to other markets where they were worth their weight in gold. In a form letter to the trade he asked for opinions on whether a clearing house would be acceptable. He was immediately snowed under with replies.

Minneapolis-Honeywell's clearing house plan would work for any company or manufacturer. Its formula, simple but effective, is keyed only to a mailing list of peace-time customers; it requires some work for which no direct return can be expected.

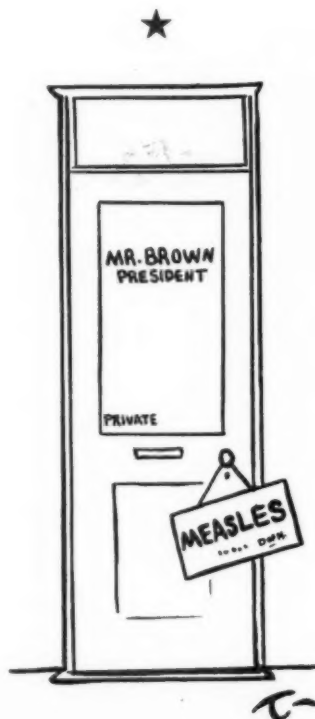
Distribution Problem Solved

Each wholesaler and manufacturer who used Minneapolis-Honeywell's products was asked to send in a complete list of instruments which he wanted to sell and which were not frozen by priorities or other selling restrictions. Asked selling price f.o.b. wholesaler's city was the only other information required. Mr. Lockrae assembled this information in mimeographed form and distributed it to the wholesalers, but he left out the name and address of the seller for the very obvious reason that the seller would be caught in a blizzard of replies and could not handle them.

Wholesalers snatched the reports like wildfire—sent in wires, phone calls, letters to Mr. Lockrae by the dozens asking for the instruments. Buyers' orders were handled in the routine of receipt, and a letter to the bidder giving the name and address of the seller was forwarded until it was indicated that the supply was exhausted. Transactions from there on were between buyer and seller.

All Minneapolis-Honeywell wanted to do, and apparently what it did with startling success, was to get buyers and sellers together. The buyers sent their requests to Mr. Lockrae who in turn put them in touch with the seller.

In many instances the plan enabled manufacturers and wholesalers to get rid of older models which actually had been on inventory for 8 or 10 years—but which were still usable. In other cases it provided an opportunity to get rid of surplus stock without loss to the owners. In all cases, however, it helped customers to distribute vitally needed automatic controls to hard-pressed buyers.



Marketing PICTOGRAPHS

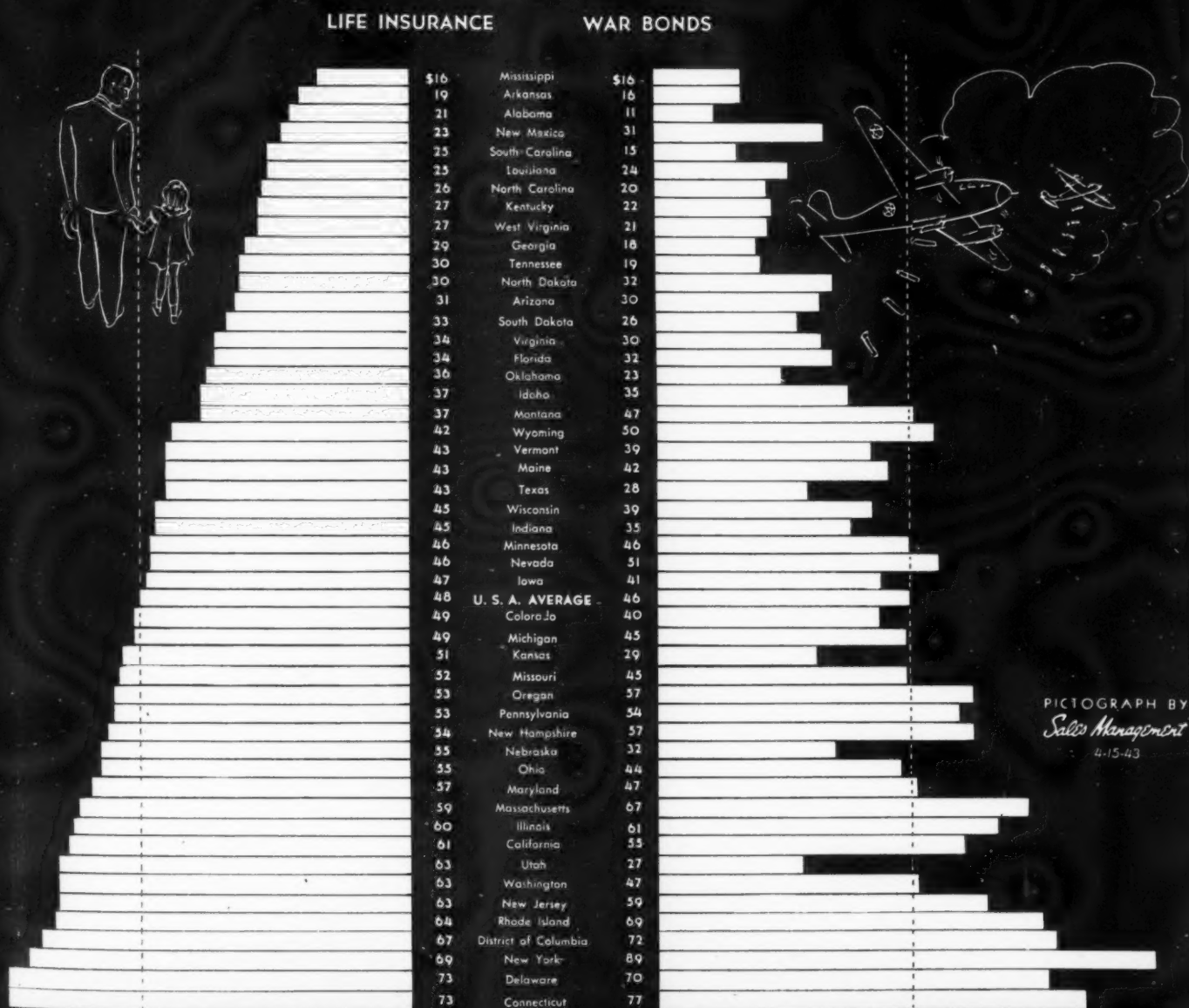
Planned by Philip Salisbury
Executive Editor, and designed
by The Chartmakers, Inc.

WHERE WILL THE POST-WAR SAVINGS BE?

How much people have saved will be one of the determining factors in setting quotas for Post-War selling. Here is a partial answer to where the money will be, based upon one year's record of only two forms of savings.

Sales of ordinary life insurance (not including group, annuities, revivals and dividend increases) for 1942 are shown below on a per capita basis, together with the per capita sales of War Bonds E-F-G for the government's 1942 fiscal year.

This is what each person bought last year:



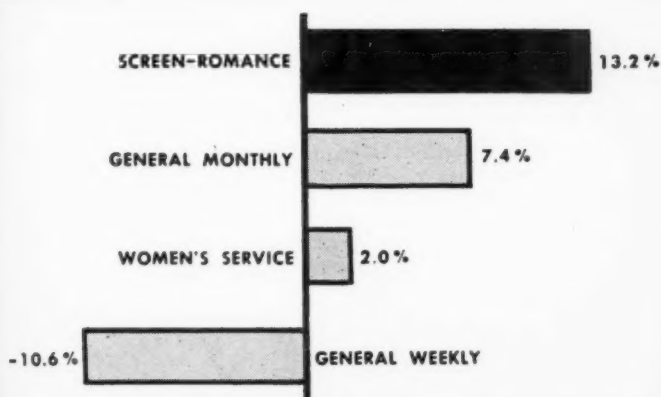
PICTOGRAPH BY
Sales Management
4-15-43

Today's Biggest Sales Influence . . .

SCREEN-ROMANCE MAGAZINES

SCREEN-ROMANCE MAGAZINES LEAD ALL GENERAL MAGAZINES

CIRCULATION GAIN July-Dec., 1942 vs. July-Dec., 1941



Source: A. B. C. Publisher's Statements

There's a reason why screen-romance magazines show a much bigger circulation gain than other magazine types. The editorial appeal is hand-tailored to the reading tastes of the middle-class millions. People who are the life-blood of America, today and always.

Socially, the middle class includes defense, factory and plant workers. Those workers who are turning out the armaments of war. Economically, they are earning more money than ever before. Best estimates show that the wage earner group takes over 73% of the national income.

To get maximum sales efficiency from advertising in today's market—screen-romance magazines should have number 1 position.

Modern Magazines Best Fitted For Middle Class Sales Influence

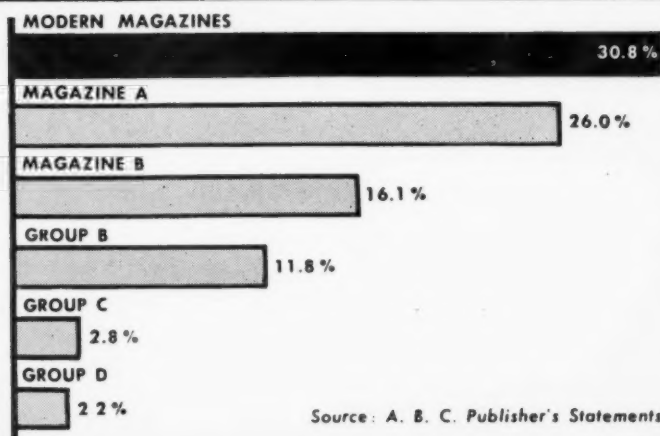
In circulation gains Modern Magazines is FIRST in the screen-romance field. With three non-duplicating editorial appeals Modern Magazines can deliver advertising impressions without waste of sales efficiency.

Modern Magazines is planned for sales results—circulation increase FIRST in the field—each unit of Modern Magazines ranking FIRST in per cent gain in its respective field . . . Modern Magazines is directed to the most profitable sales influence today . . . the middle class wage-earner family.



MODERN MAGAZINES LEAD THE SCREEN-ROMANCE FIELD

CIRCULATION GAIN July-Dec., 1942 vs. July-Dec., 1941



Source: A. B. C. Publisher's Statements

MODERN MAGAZINES
Vital Reading with 2,600,000 Families

PUBLISHED BY DELL PUBLISHING COMPANY, INC., 149 MADISON AVENUE, NEW YORK, N. Y.

What do you do when a Trade Paper Rep. calls?

Whatever you do, please don't judge the 1943 representative of the modern Industrial Magazine by outworn standards.

In the first place, many of them have no space to offer you.

Paper restrictions have accelerated a tendency which has been growing among Industrial Space Men for the past five years, or more.

Today the objective of most space salesmen in making a call is to help you use the space which you already have more effectively.



If you don't think the reps. can help, take a look at their record in helping other industrial advertisers in the years since they started selling industrial space on the basis of helpfulness to the reader and results for the advertiser.

One of the first Industrial Magazines to recognize the fact that its representatives could offer an advertising service beyond "asking for the order" was Engineering News-Record.

The space sellers of this magazine decided, in 1940, to find out if there was any way of selling advertising through service to the advertiser and his agency.

That was the beginning of the famous "Ditch-

digging" method of copy research. Contractors and builders were interviewed to dig out the kind of things they needed to know about the products they used in their daily jobs.

This information was passed on to advertisers by News-Record's reps. The first advertisers to take advantage of this new idea in service-selling got so much better results from their space that the idea spread.

Today, the character of much of the advertising in Engineering News-Record has completely changed. Readers are finding the advertising pages as big a help as the editorial pages.

When an Engineering News-Record Rep. calls on an advertiser or an agency whom he has helped in finding a more effective way of selling the high-priced units the engineer and contractor buys, he is welcomed as an active force in the business.

Another early user of the new idea of emphasizing the service-and-sales potential of industrial space was Electrical World. You know about the famous "Guest Reviewer" method which Electrical World developed in 1940, but did you ever think of it as one of the big reasons why you long ago began to say "Send him right in" when the receptionist announced the E-W rep.?

The E-W rep. was cordially received because advertisers and agencies knew he could help them by showing what things about their products were most interesting to E-W readers.

We mention Engineering News-Record and Electrical World because they were among the first. The idea has spread, not only throughout the McGraw-Hill organization, but to other alert Industrial Maga-

zines. It is one of the basic reasons why Industrial Advertising has proved to be such a potent force in Defense production, War conversion and War production.

Never again will industrial advertisers go back to the old method of advertising merely to "Keep the name before the trade."

In the post-war world, industrial advertising will be used to convey real NEWS and HELPFUL INFORMATION about products, materials and services. The reader will continue to find on the advertising pages the kind of information he needs to make a business decision.

The next time your receptionist announces a Trade Paper rep., don't see him for politeness sake. See him because he wants to be helpful to you in making *all* of your industrial advertising more effective.

SOME OF THE SERVICES OFFERED BY McGRAW-HILL SPACE REPRESENTATIVES

"Ditch-Digging" Copy-Slant Service

In many fields interview reports are available, showing what readers feel their problems are in connection with products commonly used by them. These reports point the way to copy that will HOLD attention and carry a bigger share of the sales load.

Field Picture Service

Your McGraw-Hill representative can help you get first class installation and use pictures of your products at reasonable cost.

Case Study Service

Complete campaigns of successful advertisers, described in detail, with industrial advertising shown in relation to all other promotional activities. Ask your McGraw-Hill representative, or use coupon.

"Advertising-in-War" Service

1. Studies for the Top Executive and the Salesman, showing how advertising can help them solve some of their war problems. (See coupon.)
2. "Seed-Money" series of newspaper advertisements. Published by McGraw-Hill in Washington, New York, Chicago and in all McGraw-Hill publications, but also available for use as a public relations campaign in other cities. Ask your McGraw-Hill representative about the mat service.



That's not all the services your Industrial Space Representative can offer, but this is the end of our page. Watch for our next advertisement or, better still, yell "Send him in" the next time a McGraw-Hill man calls.

The McGRAW-HILL

NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York, N. Y.

Please send the following studies and books on how to make Industrial Advertising do a bigger job:

CASE STUDIES:

- ☐ Aluminum Company of America
- ☐ Henry Disston & Sons, Inc.
- ☐ E. F. Houghton Company
- ☐ Continental Can Company
- ☐ John A. Roebling's Sons Company

- ☐ Metal & Thermit Corporation
- ☐ Plymouth Cordage Company
- ☐ Gilmer Belting Company
- ☐ Air Reduction Sales Company
- ☐ Manhattan Rubber Mfg. Div. of Raybestos-Manhattan, Inc.

POLICY ANALYSES:

- ☐ The Top-Executive Goes to War
- ☐ The Sales Manager Faces the Minus-Quota
- ☐ The Advertising Manager on "Industrial-Information-Please"

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

APRIL 15, 1943

[45]

WHAT ARE THE CHANCES OF YOUR AD BEING SEEN?

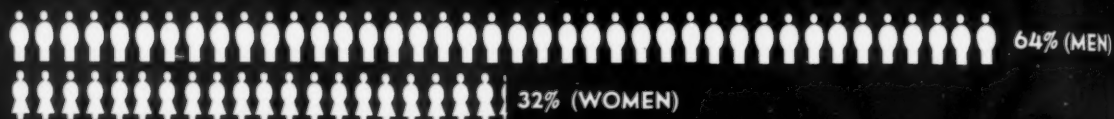
Information on variations in reader interest by type of newspaper page is now being gathered on a scientific basis by interviews conducted on the day following the reading of the newspaper. One of the measurements is called "page traffic,"—a record of the number of people out of every 100 who remember having seen or read some item on the page or who remember having looked at the page.

Advertisers of products high in men's interest frequently request position on sports pages. How many men—and women—are they likely to reach? From 215 studies of metropolitan newspapers the expectancy averages on page traffic for sports pages as against all news pages are:

PICTOGRAPH BY
Sales Management
4-15-43



SPORTS PAGES



ALL NEWS PAGES

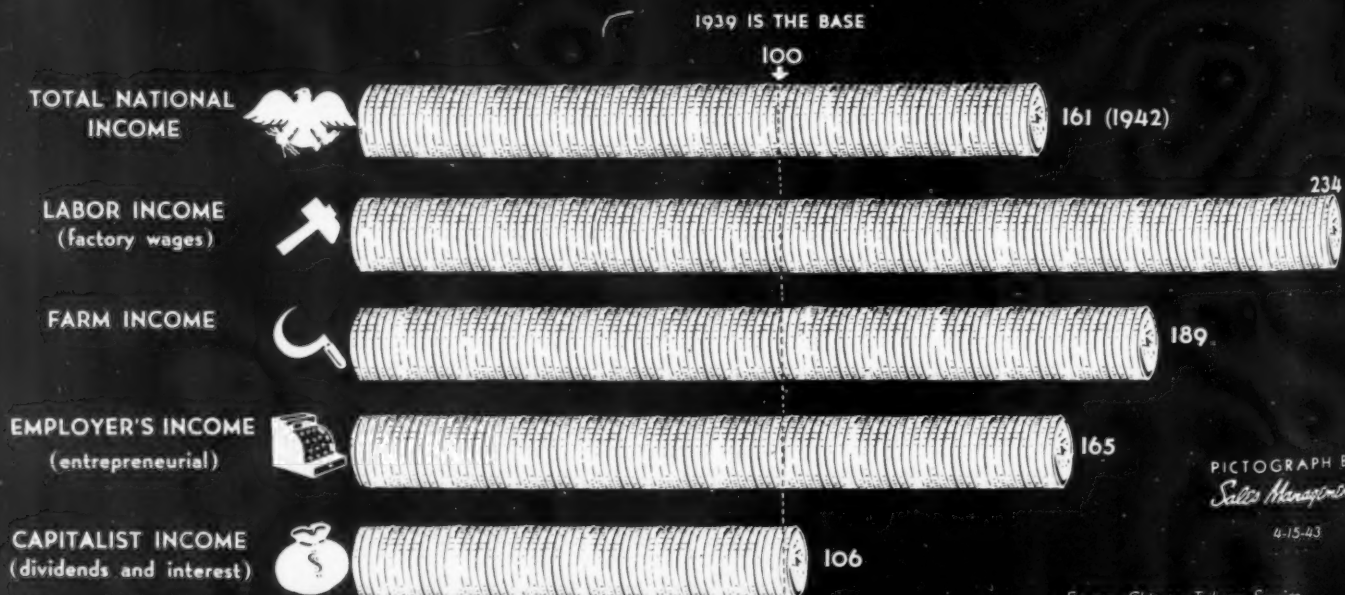


Of course there is variation by individual newspapers. Male page traffic on available advertising pages in the sports sections of 18 newspapers varied from a low of 47% to a high of 80%.

Source: L. M. Clark Syndicated Studies of Newspaper Readership

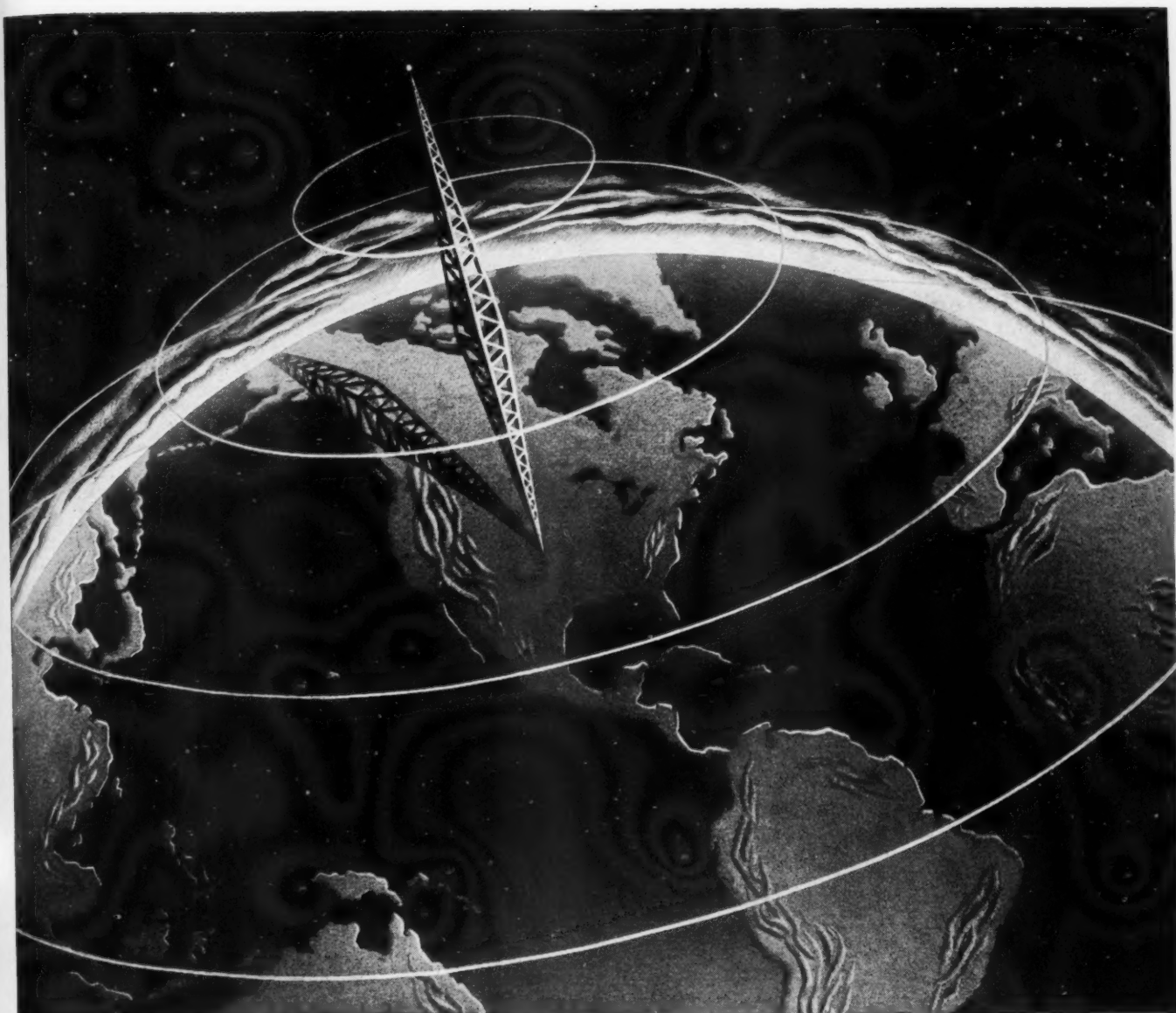
PERHAPS WE'RE SEEING THE REVOLUTION

From 1939 to 1942 the total national income increased 61%, but very little of the increase came to investors as dividends or interest. Perhaps they can call themselves lucky at just being able to hang on; at any rate the factory workers, the farmers and the individual employers were the ones who reaped the harvest.



PICTOGRAPH BY
Sales Management
4-15-43

Source: Chicago Tribune Service



now that nations are neighbors

RADIO has made neighbors of all the nations on earth. China and Chile, Brazil and Burma, Portugal and Peru now share the same doorsteps and backyards. And when all the nations become *good* neighbors, radio will have helped with that miracle, too.

An important role in the creation of this world-community is played by Mutual. Its reputation as the First Network for News rests not alone on

supremacy in domestic coverage. Devoting regular time each week to broadcasts direct from the world's warfronts, with keen analyses from the homefronts, Mutual contributes continuously to a fuller understanding of what the word "global" really means... from the first radioed words of MacArthur to the latest triumph on the remotest battleground.

This phase of the network's public service helps explain why Mutual has been able to weld the people of all the states into a compact assembly, eager day and night to hear what our correspondents and commentators (and advertisers) have to say.

William Lee Chittick

THE MUTUAL BROADCASTING SYSTEM

APRIL 15, 1943

[47]

MORE GAMES BEING SOLD THAN EVER BEFORE

Free spending, higher wages, tire and gasoline curbs, soldiers with time to kill - all these factors combine to give the game industry its biggest year.

The Quartermaster recently ordered 1.5 million dice for the boys. The big stores report game department sales up 20-30-50 %. The individual leader outside of card games is Monopoly. Crowding it is a new one called Bonanza, a combination of Michigan rummy and poker.

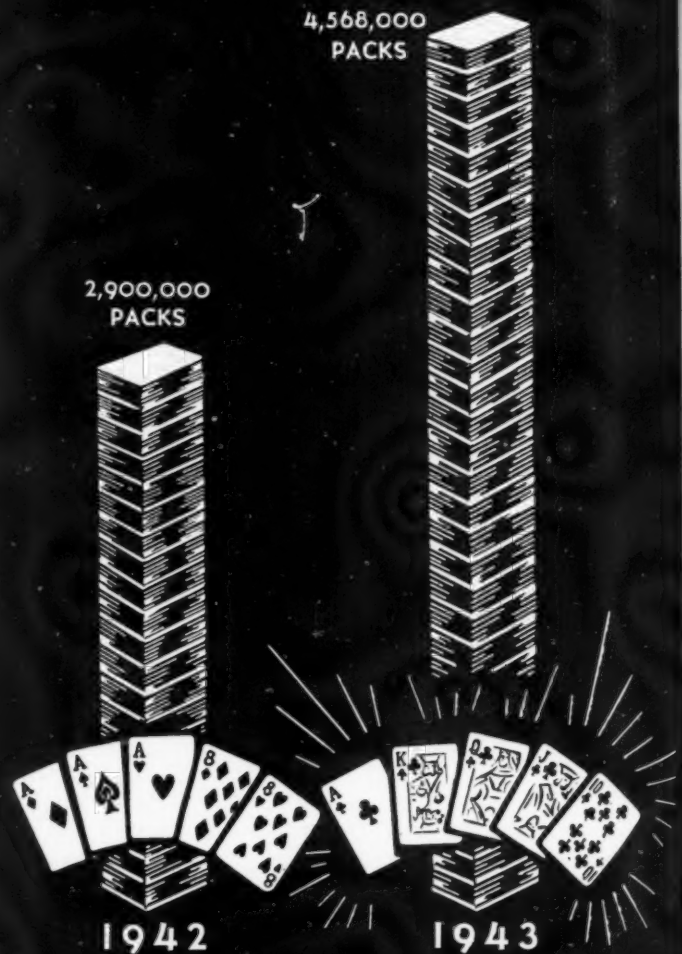
But the conventional deck of playing cards which can be used for poker, bridge, rummy and a host of other games remains in first place.

Here for January is a record of the number of packs of playing cards on which manufacturers placed revenue stamps (at 13 cents per pack):

PICTOGRAPH BY
Sales Management

4-15-43

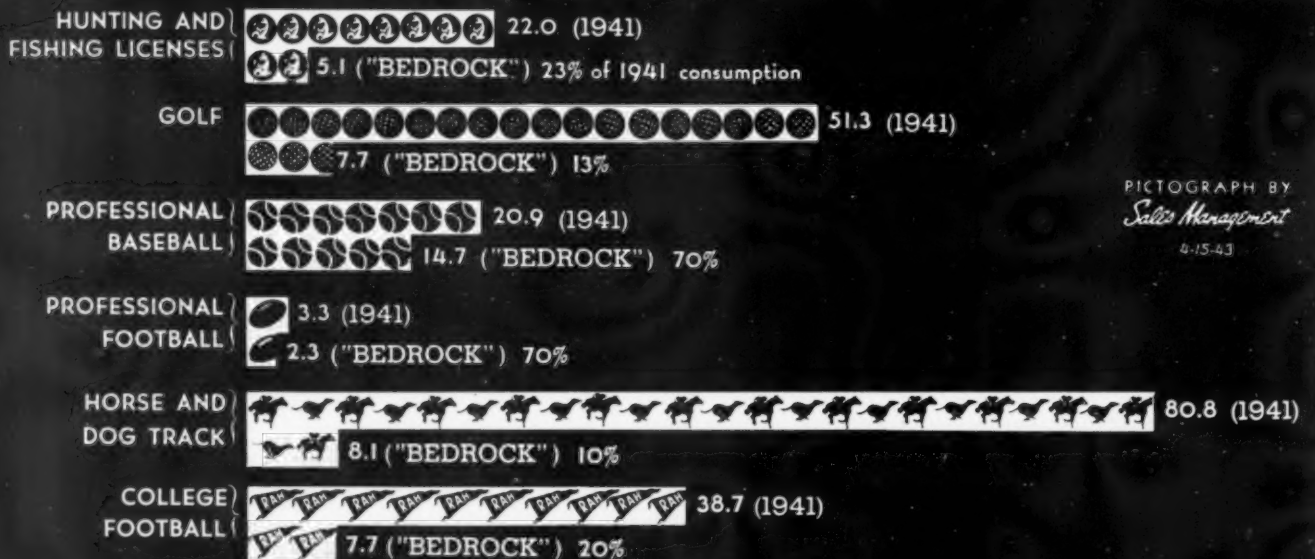
Source: Wall Street Journal 3-18-43



THE "BEDROCK" PLAN AS APPLIED TO SPORTS

When and if the U. S. A. invokes the "bedrock" plan outlined for the Director of Economic Stabilization by the Office of Civilian Supply - and which will happen only if the war drags on into 1945 - outdoor sports would be cut to 18% of their 1941 dollar receipts.

VALUES IN MILLIONS



PICTOGRAPH BY
Sales Management
4-15-43

Source: Office of Civilian Supply



Check List of SM Post-War Articles

FOR the past eight months SALES MANAGEMENT has been publishing a series of articles on post-war planning. The article on page 18 of this issue, entitled, "Dream Models' Will Come Later; Let's Pre-Sell What We'll Have on V-Day," based on an interview by Lester B. Colby with W. A. Grove, sales promotion manager, Edison General Electric Co., Chicago, is the thirteenth of this series.

Individual reprints of each have been made available without charge. Multiple copies of the reprints are 3c each. Requests should be addressed to SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y.

Here is a check-list of the first twelve articles, by title and date of appearance:

"Post-War Planning: What Is It, and What Shall We Do About It?," by A. R. Hahn, Managing Editor, SALES MANAGEMENT, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

"That 'Happier Tomorrow'; If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program for Civic Post-War Preparation," January 1, 1943.

"Has Business Been Dodging Its Proper Political Responsibilities?" based on an interview with Louis Ruthenberg, President, Servel, Inc., January 15, 1943.

"In the Best Interest of All Selling, Should We Kill Straight Commission?" by W. R. Jenkins, Sales Director, Northwestern National Life Insurance Co., February 1, 1943.

"Monsanto Assays Products for Their Job Potential 'After V-Day,'" based on an interview by Lester B. Colby with Francis J. Curtis, Director of Development and Chairman of the Post-War Planning Committee, Monsanto Chemical Co., St. Louis, Mo., February 15, 1943.

"Pacific Coast Electrical Leaders Outline Plan for Post-War Preparation," by Elsa Gidlow, March 15, 1943.

"Thirteen Mistakes to Avoid in Your Post-War Planning," by Burton Bigelow, Burton Bigelow Organization, New York City, April 1, 1943.

APRIL 15, 1943

Yes Sir, We Have What It Takes In

Troy

A glance at the latest statistics shows why Troy now tops in sales importance many former so-called "key cities."

Troy (1940 A.B.C. City Zone population 115,264) is a central city in America's 27th largest metropolitan district.

There's a steady influx of war workers here, yet the War Manpower Commission forecasts this will soon be cited as a "critical labor shortage" area—indication that employment and payrolls will stay at all-time peaks.

You can do the whole job in this major New York market through a single medium at the low cost of 12c per line. The Record Newspapers, sole dailies, reach "everybody."

Yes, Troy has what it takes to make an outstanding field for promoting the product you can offer today or publicizing the name you'll want remembered tomorrow!



TROY BUSINESS INDEX

(Troy C. of C.—Rens. Poly. Inst.)
(1935 = 100)

	1943	1942	1941	1940
Payrolls	269	213	140	114
Retail Sales . .	159	142	116	109
Bank Debits . .	149	154	123	118

TROY HOUSING OCCUPANCY

(WPA and Census Bureau)

	Dec., 1942	June, 1942	Census, 1940
% of all Dwell-ings in Use	97.3%	96.4%	95.1%

OTHER INDICES

	1942	1941	1940
Resid. Gas Meters	29,128	28,365	27,473
Electric Meters	36,111	34,493	33,740
Telephones . . .	22,809	21,942	20,924
Newspaper Circ. (A.B.C.) . . .	38,550	37,150	35,687

THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGOR, ADVERTISING MANAGER

All Advertising Direct

Spot Radio, Movies, Are Basis of Carter Local Dealer Help Program

This carburetor manufacturer, mindful of the fact that dealers in his field must subsist almost wholly on local business, sells the need for local promotion to his outlets, and brings the plan within the dealer's budget by furnishing "platters" and film prints.

KEEPING the "little fellow" in business—always a problem—in these days of shortages of manpower and material, is more acute than ever. Few of the thousands of small, independent, specialized automotive service stations and repair shops, scattered everywhere, can afford to spend much for advertising promotion in times like these.

The small operator, however, has a vital role to play in order to keep the millions of irreplaceable cars on the road, and he can do a better job if he keeps his name and his business

fresh in the minds of car owners. How to do it at moderate cost is the problem that must be solved.

The Carter Carburetor Corp., St. Louis, after many months of research, has a successful system which is in full operation. It takes into account the fact that automobile manufacturers, oil companies, and the Federal Government all have been preaching the gospel of maintaining cars in workable condition, thereby prolonging their use to the maximum.

Carter accepts the fact that the public, by now, is familiar with all the arguments, because they have been

hammered home so consistently. It accepts the fact that, because of gas rationing, the little fellow must find his customers nearby. Since his customers come from his immediate locality, his sales promotion job is a local one.

This same little fellow now is getting a break, because Carburetor repair parts, like other automotive maintenance items, have been declared essential, and the set-up to keep dealers supplied with them has been improved.

In planning its program, based mainly on Carburetor repair, Carter considered two main ideas:

1. Carburetor maintenance is by no means the main activity of a service establishment. The economics of the situations, therefore, are such that no large amount can be spent by or for each dealer.

2. Experience has proved that advertising in which the dealer bears a major portion of the cost is more intelligently used and more wisely evaluated.

One difficulty involved in any consideration of advertising by a small operator, Carter contends, comes from the fact that both the per-unit sale and the total volume of the sales are relatively small. Time is a factor, since it may take hours of one man's time to consummate a sale to the amount of six dollars.

Still another factor, determined through experience and analysis, is that the majority of the small repair shops in large cities glean customers from small areas immediately surrounding the place of business. For this reason some form of localized promotion, such as direct mail, may be especially economical.

The small town presents still another factor, inasmuch as community relations are such that small business men know everyone in town.



An investment of about \$2 to \$2.50 per audience-thousand weekly will help small dealers to stay in business. Carter's productive neighborhood advertising films, three stills of which are seen here, stress maintenance, push Carburetor sales.





Theodore Roosevelt leading his Rough Riders at San Juan Hill in 1898

READING *meant* LIVING

to Theodore Roosevelt

A "small, patient, suffering little child"—too delicate to go to school—he read hungrily about travel and adventure, rough life in the wilds, Indians, cowboys . . . and determined to be like his heroes—strong, virile, active, brave.

That early reading not only formed the core of his character—it actually started him on the physical regime by which he built himself, from a weakling, into a man of exceptional vigor and endurance.

All his life reading was for him a springboard to action. He had to be and do what he read.

As Police Commissioner of New York City, he once read Jacob Riis' famous book "How the Other Half Lives." The next day Riis found a card on his desk, saying: "I have read your book and have come to help." "No one ever helped as he did," declared Riis.

Born a rich man's son—he learned that great democracy of the mind that reading gives. Perhaps no other American, except Lincoln, ever came so close to so many of his countrymen as Theodore Roosevelt.

In a thousand ways reading is a spur to action and achievement. Just as, with Theodore Roosevelt, reading all his life awakened

sympathies and emotions that had to find vital expression in deeds—so, with millions of Americans today, reading is a mainspring of living.

To more than 7,500,000 American homes *The American Weekly* is bringing this dynamic influence of reading.

Theodore Roosevelt once said that he read primarily for enjoyment, and that his one test of a book was that it must be interesting; "the profit is a by-product."

In the same way the countless millions who read *The American Weekly* read it primarily for the interest and pleasure it gives them. Yet how great is its insensible influence on their tastes, ambitions, standards of conduct and life!

Its thrilling true stories of adventure and struggle, of crime and mystery, love and romance, enthrall the imagination of millions because they deal with eternally interesting human themes.

Its vivid up-to-the-minute articles on popular science, on history, travel, biography, medicine, religion bring to the eager minds of multitudes the same lift of new interests

and enthusiasms that the young Roosevelt got from his favorite magazine, of which he wrote, "It taught me more than any of my text books."

It took a man as wide in his sympathies and as democratic in his nature as Theodore Roosevelt to win the following of so many different kinds of men and women in all sections of his vast, varied country. In the same way it takes a magazine as mighty and many-sided and as democratic in its appeal as *The American Weekly* to reach and sway such countless millions of readers in all parts of the nation.

The American Weekly is the magazine distributed through Sunday newspapers from coast to coast—reaching more than seven and a half million homes.

The national advertiser who associates his product with such a tremendous institution is tying it up with **the greatest force known in advertising**. He is making his advertising message, like the rest of *The American Weekly*, the week-after-week reading HABIT of more than 7,500,000 families.

THE AMERICAN
Greatest
Circulation
in the World
AWEEKLY

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY



"The boss is talking to Washington again!"



The Carter Carburetor Corp. program takes into consideration the fact that radio, in this setting, can be an exceptionally good means of covering rural communities because of the low rates in these communities. Equally obvious, it holds, is the fact that such advertising is out of the question for small shops in large cities because of the high cost of such advertising in metropolitan centers.

Thrift Is Featured

By following through this line of reasoning, the company has produced 18 electrically transcribed spot announcements. No specific mention of Carter is made in any of them. The object is to identify the dealer who can do the job; naturally his is a Carter dealer. The idea is: "Here you can get proper maintenance for good performance." The local radio announcer reads the personal advertising message of the repair shop at the end. Each spot announcement is introduced with a skirl of bagpipes and the voice of a thrifty Scotsman.

To get results, of course, it is necessary for Carter to sell the idea to one or more service stations in as many communities as possible. To do this, a 4-page letterhead-size announcement folder was prepared and mailed to all Carter dealers, the last three pages outlining the plan completely.

In the folder the following im-

portant sales points are brought out:

1. Free advertising, worth millions, is on the air all the time, preaching the gospel that cars must be kept running.

2. It is therefore logical to tell car owners where they can get expert guaranteed service at a fair price.

3. On a declining market the service station operator must find new prospects and then make customers out of them.

4. In the smaller communities, where radio time is low in cost, business can be promoted at low cost.

5. In non-warwork areas, where population is thinning, the job of the service station operator is to hold his own.

6. In warwork areas, where population is growing, the job is to tell newcomers where they can get the job done.

7. Carter supplies the electrical transcriptions without cost; the station operator merely pays for the time which is used.

The Carter Carburetor Corp. also developed a plan to get help with its own sales job. Copies of the folder were sent to sales managers of radio stations located in all medium-size and small communities. An accompanying letter urged them to call on Carter dealers in their towns and surrounding areas. Attached were 3"x5" cards listing all such prospects. An offer was made to send a transcription for

auditioning to any prospects the radio stations might dig up.

The entire campaign was highly successful. More than 200 Carter outlets sponsored their own spot announcements, in spite of the fact that a majority of them were actually turning away business.

To reach dealers in the larger cities, a different technique was developed. Especially for these centers, but also available to any small town operator, Carter produced a series of 13 advertising movies of about one minute length for showing in neighborhood theatres. As in the radio announcements, the objective was to bring about periodical maintenance, suggesting the spot where it could be given, though not specifically mentioning Carter Carburetors. One-third of the film was devoted to the dealer's individual advertisement.

Dealers Kept in Business

After the script was prepared by Carter's advertising department and its advertising agency, the actual shooting was done by the Alexander Film Co., Colorado Springs, Colo. Distribution was handled through the combined efforts of the following advertising film companies:

The Alexander Film Co.; Motion Picture Advertising Service Co. Inc., New Orleans; A. V. Cauger Service, Inc., Independence, Mo.; United Film Ad Service, Inc., Kansas City, and Ray-Bell Films, Inc., St. Paul.

These film companies control bookings in approximately 10,000 theatres in the United States. Carter paid for the original production and the necessary prints. The dealer pays for showing the movie in his neighborhood theatre, which usually amounts to \$2 to \$2.50 per audience thousand per week.

In this manner the Carter company officials believe that they have succeeded in helping their dealers to stay in business by making available productive advertising at a cost of only a fraction of what the burden would be if produced individually. The success of the plan has been so marked that now the company plans to keep the set-up practically intact for the duration of the war.

Manufacturers who neglect to continue their advertising and promotion during the war, the Carter company believes, will have to go to considerable expense later to rebuild their lines of distribution. It holds that the expense it incurs now to keep its dealers and service people from collapse will be more than saved later on. Oakleigh R. French and Associates, of St. Louis, is the advertising agency in charge of the campaign.

SALES MANAGEMENT

**This
FREE
BOOK
Tells**

**How to make
Your Sales Grow
in a
Growing
Market**



**It has Valuable Facts
about the BOOMING PAYROLLS and SALES
IN ST. LOUIS and 87 COUNTIES IN THE
RICH, RESPONSIVE 49TH STATE**

**SALES DATA
YOU WILL FIND
IN THIS BOOK**

Population Figures
Coverage Figures
Electric-Lighted
Homes
Mechanical
Refrigeration
Radio Sets
Telephones
Retail Outlets

EVERY sales manager, every advertising manager should have this book conveniently at hand in planning sales for NOW. Here are the facts about one of the nation's best markets for immediate and continuing sales.

Read why St. Louis offers such rich sales rewards NOW. . . . Learn about the growth of this vast industrial metropolis. . . . And of the wealthy, money-in-hand market throughout the 49th State.

Get the facts on The Globe-Democrat's unmatched and unchallenged coverage of this great two-fold market. See for yourself what the unique influence of this demanded newspaper means in guiding advertisers into customers' homes, and in turning advertising into sales.

Write on your Business Letterhead for this Valuable Book. No obligation—excepting your definite obligation to every one of your distributors, salesmen and dealers in this 49th State market. They want you to see this book.

St. Louis Globe-Democrat

The Globe-Democrat's Circulation Is Now the Largest in Its History at Present Selling Prices

APRIL 15, 1943

[53]

How Lightfoot Schultz Put Gift Appeal into a Line of Soap

NOVELTY soaps are not new. Lightfoot Schultz Co., New York soapmakers, have been making novelty items for more than 30 years. But this phase of the business began to be really important only four years ago, when Vanity Van Nest, who previously had been employed as a package designer for the company's allied lines, *Jaquet* and *Antoine*, tried her hand at designing gift soap items for grownups.

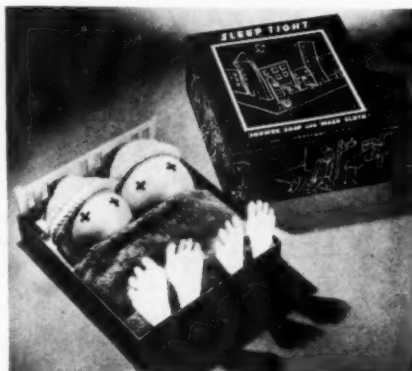
Miss Van Nest's first venture for Lightfoot Schultz were gift-packaged humorous—or gag—soap items; one called "Behind the Eight Ball," and another called "Ball and Chain," designed primarily for newlyweds. The immediate sales response was good, and Miss Van Nest then turned her attention to a wide assortment of novelty soaps, mainly for children. She still designs packages for the company's other products, but devotes most of her time to the novelty soaps.

The war has made Miss Van Nest's job more difficult. Many of the materials previously used to "dress up" the designs are scarce or unobtainable. The shortage of rubber cement, for example, has necessitated a reduction in the use of accessories for the soaps. A sculptured soap figure previously held in its "bed" by a transparent covering now is tied in place. Red flannel earmuffs for a pair of skating ducks presented quite a problem—the red flannel was found only after a considerable amount of detective work.

Devising new ways to use already existing dies and molds is a major part of Miss Van Nest's job nowadays. Last year's "Mary's Little Lamb" appears this year in a new guise—"Lamb Twins" behind a white picket fence. A gag item—a soap rolling pin—appears this year in a patriotic, red-white-and-blue "Home Defense" package.

Developing 36 new items each season keeps Miss Van Nest busy—but

happy. Package designing still is an important part of her job, because the package usually is an integral part of the soap items she creates. An Easter number, called "Going to the Fair," consists of a wooden cart with flower-decorated wheels, in which are riding Mr. Soap Bunny and Miss Soap Duck, accompanied by brightly-colored soap eggs. A "Baby Bear" of white soap is packaged in a cardboard bed—a con-



Sleepy soap snug as a sud in a sink.



Hang this on your shower rod, soldier.

venient item for a cosmetic counter, because it has display value whether shown flat or standing up. A trio of "Toboggan Teddies," are packaged in a toboggan-shaped box. "Elsie the Cow" appears in two guises—packaged first in her famous four-poster bed and second in a bathtub. The top of the "Sleep Tight" package is decorated with a night view of a city. The lower part of the box is a "bed" for two soap figures blanketed under a folded wash cloth, with humorous oversize paper feet projecting above

the foot of the "bed" and washcloth. There are amusing verses on some of the packages. A ball of soap representing "the world with a fence around it," comes in a box bearing this stanza:

I can't give you wealth or diamonds,
Nor a million—unless I found it—
But to show you're tops with me—
Here's the World with a Fence Around It!

A chubby "Hungry Bunny" made of soap, chewing a soap carrot, comes in an A-B-C box carrying this verse:

A is for Appetite, three times a day,
B is for Bunny, so fat and so gay,
C is for Carrots, to put in his tummy,
He loves his dinner, this good, Hungry Bunny.

Though most of Lightfoot Schultz's novelty soap line is designed for children, there are sophisticated touches, too, to attract buyers and the adults who must buy the products before they reach the youngsters who are the "ultimate consumers." A pair of pigs in a cardboard bathtub are labeled, "Porky" and "Bess." As Miss Van Nest pointed out, children would like the names without realizing their significance, but they would strike a particularly responsive chord in any adult familiar with Gershwin's music.

Gift items for service men have had good sales volume, according to Miss Van Nest. One popular number is "Canteen Shower Soap." The soap comes in the shape of a canteen, and is suspended on a long cord to permit its use in the shower. Both soap and package are decorated with red-white-and-blue ribbon. A heart-shaped bar of soap is packaged in a box bearing emblems suggestive of all three of our armed forces.

The most bizarre item in this year's line is a combination back-scratcher and soap in the form of a sculptured hand. The back-scratcher retails at \$1.

The items for children retail from 25c (few are that low) to about 75c, with the majority at 50c to 59c. Items for adults are slightly higher in price range. The Canteen Shower Soap, for example, retails at 59c. A package containing eight cakes of soap topped with white sculptured orchids retails at about \$1.



It's your turn to wear down the 8-ball.



Papa ponders while Panda pipedreams.



PASS THE AMMUNITION

Bombs and guns make the headlines . . . but pork from American farms feeds the soldier. We must have more of it. And more beef. And more milk. And more eggs. And more wheat, oats and barley. And more everything in the food line. It's a prodigious job. Already the farm industry has lost one out of every four workers. And many of

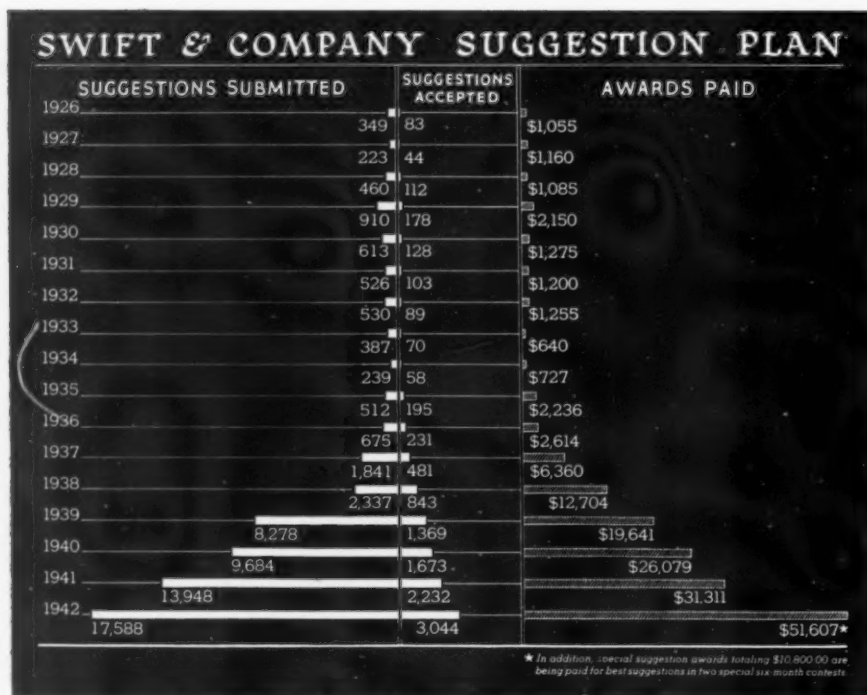
its tractors and tools are fugitives from a scrap drive. Capper's Farmer is the only national farm magazine that brings this vital war industry practical, proven solutions for many of its paralyzing problems . . . *in plain, home-spun language.* That's why Practical Farmers take precious time to read Capper's Farmer every month.

CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

APRIL 15, 1943

[55]



Dollar-value ideas mount yearly as employees respond to management's call.

Swift Employees Turn in 17,588 Ideas in '42; 3,044 Are Accepted

A suggestion plan for workers has paid handsome dividends for this big Chicago meat packing house. Last year the management paid out more than \$62,000 for ideas submitted from the ranks.

"AMERICA has a real secret weapon," said H. W. Seinwerth, manager of the Employees' Suggestion Plan, Swift & Co., packers, Chicago. "It is a weapon that not only has enabled the United States to make mighty strides in the race for production, but it will continue to play an increasingly important role in the march toward victory."

Mr. Seinwerth went on to define the "secret weapon":

"It is the incentive of free working men to contribute their initiative and their intelligence toward the common good of all. It is the Suggestion Plan, as adopted by Swift & Co., and many other companies. Such a plan provides the machinery through which much progress is being made in modern industry."

Sharpened by the needs of war, the interest of employees in improving food manufacturing and the efficiency of distribution, as measured in their participation in Swift's suggestion plan, in the last year or two has grown to record-breaking proportions, Mr. Seinwerth explained.

More suggestions were submitted, and more prize money distributed in 1942 than in any previous twelve months in the 17 years during which the plan has been in operation. More, Swift's officials are looking forward to even greater participation in 1943.

"How Swift & Co. employees have taken up the challenge presented by the war is evidenced in no small measure by the great growth in popularity of the Suggestion Plan," John Holmes, president of Swift & Co., said in his recent annual report to employees.

"I cannot urge too strongly that all employees enter into the competition, for through it they not only have the opportunity to help themselves financially but, more important, in these times of great need for increased production, they can help their country by adding to the output of our plants and improving the quality of our products."

Results of the Suggestion Plan in 1942 showed how well Swift's 76,000 employees made use of this "secret weapon." The number of ideas they submitted totaled 17,588, almost one

for every four workers. Of these 3,044 were accepted and the winners were awarded cash prizes ranging from \$5 to \$1,600 amounting to a total of more than \$62,000.

This brought to more than 58,000 the number of suggestions submitted since the plan was inaugurated.

During the first year of its operation, in 1926, Swift's suggestion award committee received 349 ideas, accepted 83, and paid out \$1,055. During the following dozen years the growth was slow, but in 1938 the boom began. In 1940 there were 9,684 suggestions, of which 1,673 were accepted. These brought rewards to the amount of \$26,079. In 1941 nearly 14,000 ideas were submitted.

The Plan Is Streamlined

Swift's suggestion plan policy is set by a general suggestion committee. Each member of the committee is an expert in his own field; together they represent each of the major divisions of the business.

The committee has the responsibility for developing suggestion plan policies and procedure, governing the suggestion plan in all of its activities, and of extending its benefits among employees as widely as possible through publicity and in other ways.

Local part-time suggestion committees, ranging from one to three members, operate in each unit of the company's far-flung organization.

The streamlined method of handling the plan involves the submission of suggestions, signed by the suggester, through the medium of plant mail, the U. S. mail, or suggestion boxes placed in the local plants. Suggestions are acknowledged in writing to the suggester and then turned over to the local committee for investigation. During the process of investigation, the suggester is interviewed to assure a complete understanding of his suggestion.

If the suggestion is found to have merit and is adopted locally, a suggestion award is paid, provided the suggester qualifies under the eligibility schedule. The minimum award is \$5. Awards above the \$5 minimum are based either on the estimated first year's savings; or, if the savings are intangible, the value is estimated by representatives of the interested departments working with the suggestion committee.

After the award is paid, the complete file is forwarded to the general suggestion committee for review and consideration of possible general application at other units. If local investigation indicates that the suggestion cannot be used to advantage, a

personal letter is written to the suggester, outlining in detail the reasons why his proposal could not be adopted, and thanking him for its submission.

If general application is indicated by the review of the general suggestion committee, a further award is voted, based on the same method of calculation as outlined previously. In addition to the regular award, each employe on the occasion of his first adopted suggestion, receives a "suggestion pin." Suggestion pins are now being worn with pride by thousands of Swift employes.

Who Is Eligible for Awards

Eligibility for awards depends on the position of the suggester. All employes are eligible to submit suggestions. If the suggestions are adopted, awards depend on the following classifications:

1. All employes up to and including the grade of working foreman are 100% eligible to receive awards on any suggestions which are adopted.
2. Full-time foremen or comparable supervisors are not eligible to receive awards for adopted suggestions concerning items under their direct work or responsibility. They do receive awards if the item pertains to another department, not under their supervision, or if the suggestion can be used in other plants.
3. Other supervisors and members of management are entitled to award only when their suggestion relates to an item which is not within the lines of their regular work and responsibility.

The underlying basis for the eligibility schedule is that as the grade or rank of the individual progresses higher, the extent of his eligibility for a suggestion award decreases.

The Swift plan has been successful and has shown a continued improvement. Considerable attention is given to publicizing the plan. One of the main methods used is posters which are changed every thirty days. The suggestion blank itself serves as an attractive reminder that suggestions are needed to *help win the war*. During 1942, as an instrumentality to stimulate still further the suggestion plan, a special award contest for suggestions was announced.

Under the terms of this contest all suggestions which have received regular suggestion awards during the previous six months are reviewed twice each year, and those showing the most value to the company from a standpoint of net savings, intangible benefits, originality or ingenuity are paid special awards.

The winners are divided into two



When you want to know

GO TO AN EXPERT

WHEN YOU WANT to know what make of paper to buy for your office letterheads, our advice is simply:

"Ask your printer—he knows paper."

He knows Rising's reputation for craftsmanship. He should—for years we've been supplying expert printers with fine papers for every printing purpose. He can tell you better than we that Rising quality will add much to the prestige of your business message—and little, if anything, to its expense.



Three grades: Rising Bond (25% rag), Rising Line Marque (25% rag), Finance Bond (50% rag), Rising Parchment (100% rag). Prices on a par with other quality papers. The Rising Paper Company, Housatonic, Mass.

ASK YOUR PRINTER—HE KNOWS PAPER

APRIL 15, 1943

[57]

groups: supervisory and non-supervisory. Every six months \$5,400 are distributed. Because of the very remarkable success of the contest in 1942, it is being repeated again this year.

In combination with the special awards contest, another innovation during 1942 was the scheduling of "suggestion parties" for the various packing plants. These affairs usually take the form of an auditorium meeting to which all employees and their families are invited. Attendance has ranged from 200 to 7,000.

Suggestion awards are made at these meetings, together with other

honorariums, to employees of long service, etc., and inspirational material is presented regarding the suggestion plan. Also, a program of entertainment is given. In some instances, refreshments are served. These meetings have been an outstanding success. They furnish an opportunity for good industrial relations by permitting employees to get together under friendly circumstances. All worthy suggesters are given recognition. The meetings also have been a definite stimulant for the suggestion plan itself.

In promoting suggestion systems, Mr. Seinwerth advocates the technique

of a promotion manager; i. e., selecting the most vital appeal.

"In our presentation," Mr. Seinwerth pointed out, "we emphasize the part the employee plays in solving the problems he encounters in his job, and let him know that ideas are considered valuable in organizations of 70,000 as well as in smaller concerns."

Employees Vitaly Interested

To attain these objectives, which may vary with local conditions, he outlined the following procedures for an award presentation program which had been tried out or were under experimentation:

"1. Always include the immediate supervisor of the employee when making a presentation. Otherwise, you lay yourself open to the idea that you are circumventing supervision. It is essential to avoid that charge and to encourage supervisors to help you in administering the suggestion plan.

"2. Handle presentation on a group basis with as much employee participation as possible.

"3. Explain the suggestion and the award.

"4. Give recognition to repeaters. Use honor rolls to show the names of employees who have received awards; how many times they have won; how much they have received.

"5. Publicize the suggestion in your plant newspaper, on bulletin boards and special posters. If you use pictures, instead of the traditional one of the boss shaking hands with the winner, show the man on his job or with his family; and quote him on what he is going to do with his wind-fall."

Evidence that Swift employees are vitally interested in the suggestion plan is shown in the fact that in many instances men who are now serving in the armed forces continue to send in suggestions. Not long ago a suggestion was received from a Swift soldier in Iceland!

In an address made before the Chicago plant suggestion party in 1942, John Holmes, president of Swift & Co., offered the following advice to employees:

"1. Learn all you can about your job.

"2. Keep abreast of the times; read and study things which are useful and profitable to you and your work and which give you ideas.

"3. Don't be bound by tradition; let your imagination run free. Consider ways of doing the job better.

"4. Don't discard an idea because it seems too simple.

"5. When you have an idea, write it down—don't wait."

SALES MANAGEMENT

Guidance

...AS STEADFAST AS STARLIGHT ...

★ As man has always found guidance in the stars—so have people found guidance in the printed word.

Today as never before people look to newspapers—war news, world news, government news—changes in living conditions, taxes, price ceilings, rationing.

Point rationing offers owners of established brands a great advertising opportunity today. Brands of recognized superior quality cost the housewife no more—in ration points—than those of unknown merit!

Advertisers who in the past have found newspaper advertising so effective in guiding buyers' preferences are finding newspapers even more necessary today.

Are you taking advantage of this opportunity?

TOLEDO BUSINESS

★

Department Store sales in Toledo increased 41% in 1942 compared with 1939.

Effective buying income rose 71% in 1942 compared with 1939.

Bank debits in 1942 increased 67% over 1939.

The Blade is Ohio's 2nd largest evening newspaper.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

INDUSTRY TO SERVE OUR ARMED FORCES . . .

This is the fourth in a series of sponsored presentations on how business papers help in the war effort. They deal specifically with what business paper editors and advertisers are doing to serve our armed forces.

From Idea **FACTORIES** to Idea **ARSENALS**

business papers ever had to prove their worth, it was during the period following the President's call on industry to gear its energies, brains and other resources for arms production so colossal that the Nazi "experts" sneered at our "impossible" quotas.

How have business papers performed? How thoroughly have the nation's idea *factories* been converted to idea *arsenals*? The proof must come from the readers — from executives, plant superintendents, engineers, chemists, foremen, etc. To what extent are they reading business papers . . . studying editorial text and advertisements for *fighting* ideas?

We recently made a check through members of the National Industrial Advertisers Association, on how wartime reading of business papers in their plants and offices compares with reading in a normal year. Here's the answer:

Reading of editorial text, up 12%

Reading of advertising pages, up 20%

Of course, some men read less today, but even where the answer was "less", many were quick to explain

that their reading is more selective, grooved to their individual problems. Even so, 56 of every hundred subscribers to business papers are reading editorial text more than in normal years; 60 of every hundred are reading the advertising pages more.

Check through current business paper advertisements. Few feature products for sale. Sure, they are keeping the company name before the market — but broad institutional copy rarely deluges its sponsors with thousands of requests beginning "Please send . . ." Why, then, do case studies reveal unprecedented, almost fantastic, returns from business paper advertising . . . requests coming in like box-tops from consumer media? The answer is that advertisers — in workable, usable terms — are telling business paper readers *how* they, and their companies, can do a better job of helping to beat the Axis quickly.

Are you using business papers, not just to keep your company name alive, but to make the men you sold in peacetime (and will again sell) remember how well you served them even when you were operating in a strong seller's market.

TO SPEED THE WAR EFFORT

MACHINERY
the MONTHLY OF THE
MECHANICAL
INDUSTRIES

PURCHASING

National Magazine for Purchasing Agents
235 East 42nd Street, New York, N. Y.

Railway Signaling
CHICAGO

POWER POWER

**Railway
Engineering
and
Maintenance**

**HOTEL
MANAGEMENT**
Including FOOD and BEVERAGE PROFITS

Nutrition Campaign Is Launched; Many Advertisers to Tie in

THIS year's National Nutrition Program is now under way, and plans to further it have been developed by the Advertising Council, in cooperation with the Nutrition Division, Food Distribution Administration, U. S. Department of Agriculture, and the Office of War Information.

Following other recently launched programs involving point rationing and Victory Gardens, this one aims to educate women to plan meals around seven basic groups of food, to use alternate foods (cabbage for Vitamin C, when citrus fruits are scarce, etc.), to preserve nutritional values, and so on. The campaign will be coordinated with other food conservation programs, such as Victory Gardens and home canning. Nutrition-in-industry comes in for attention, with housewives being urged to serve substantial breakfasts and to pack nutritious lunches for the members of their families working in war plants.

Basic Foods Stressed

It is hoped that industry will co-operate wholeheartedly in the program. Suggestions for such participation, particularly on the part of food advertisers, are contained in a folder now in preparation. A folder for grocers and a kitchen chart for housewives also are being prepared.

The seven basic food groups will be stressed throughout the campaign. An important educational medium will be the keynote poster, which retains last year's "U. S. Needs Us Strong" slogan, with the addition of the recommendation, "Eat the Basic 7 Every Day." The poster will be illustrated by a striking drawing of a typical family group. It will also show the "basic 7" in a "target" or circular design, partly because this is a visually pleasing arrangement, and partly because it conveys the thought that all seven food groups are equally important. Manufacturers of products falling into any of the seven food groups will be allowed to use this nutrition emblem in their advertising.

Since nutrition information received at the point-of-sale can be applied immediately, an effort is being made to enlist the cooperation of grocers, who will receive posters featuring each of the seven groups, with lists of alternate foods on the backs.

The high points of the current nutrition program were explained to

members of the food and business press at a conference held April 2, in the New York office of the Advertising Council, Inc. In this, as in the other Food Conservation campaigns, the Advertising Council is acting as a liaison unit between advertisers and the various governmental bureaus concerned with the nation's wartime food problem. Members of some of these bureaus were present at the meeting to discuss specific phases of the program and to answer questions. A. R. Whitman, formerly of Benton & Bowles, Inc., and now with the OWI, discussed the nutrition campaign in some detail.

Survey Reveals Women's Views

An interesting feature of the meeting was the showing of an OPA film on meat. Points covered were the reasons for the necessity of rationing meat and allied products; the need for consumer, trade and industry cooperation; price-control; and other topics. Instances of industry cooperation were given, such as the advertising campaigns of the American Meat Institute, Swift, and Wilson. At the meeting it was made clear that not only must industry help (to ensure acceptance and to prevent the rise of black markets), but that it must *continue* to "carry the ball" through advertising.

Irwin Robinson, director of information of the Advertising Council, spoke briefly of a recent survey by the American Institute of Public Opinion, through which it was discovered that many women suspect their neighbors both of hoarding and of patronizing black markets.

The groups studied were in New England, the Middle Atlantic States, the Mid-West, Virginia, and Kentucky, in both rural and urban communities. Though only 331 persons were questioned, the interviews were comprehensive, taking from two to three hours. According to a report furnished to the Council, some of the findings of the survey were:

1. Many women are patronizing illegal channels of distribution, some knowingly and others without realizing it.

2. Almost $\frac{3}{4}$ of the housewives interviewed believe their neighbors hoarded canned goods which they did not declare.

3. Nearly 25% think their neighbors will try to get rationed foods without giving up food stamps.

4. 36% believe that 48 points per person are insufficient for a month's needs.

5. More than $\frac{1}{3}$ believe many of their neighbors are buying in black markets.

6. 82% believe food rationing is necessary; the remaining 18% (enough to support flourishing black markets) either believe that rationing is unnecessary or accept it with reservations.

Plans to Ban Black Markets

A discussion of black meat markets, with suggestions for combating them, is contained in a publication issued recently by the Department of Agriculture. It tells of the Government's program to stamp out black markets and gives suggestions to consumers, as well as to packers, wholesalers and retailers, for joining in this program. Though consumers seem to be swayed more easily by arguments against black markets on the basis of poor quality and lack of sanitation, the publication lists a number of other copy appeals for advertising. For example, there is the "don't-be-a-sucker" approach—pointing out that operators of black markets are a small group of criminals who fleece their patrons.

Suggestions for copy and treatment of themes for advertising, to tie in with the national nutrition program are contained in a bulletin of "Appendices," prepared by The Division of Campaigns of the OWI. The bulletin covers a wide range of topics, under such broad headings as Conserving the Food You Buy (information for consumers, on canning, drying, curing, etc.); Practical Evidence of What Proper Nutrition Does to Industrial Production and General Efficiency (including case histories based on actual plant experiences, comments of labor unions, etc.); War-time Food Demonstrations (their purpose, how to organize and operate them, etc.); Nutrition in Industry.

Another handbook for advertisers, "Red Stamp Point Rationing," was distributed at the meeting, supplementing an earlier handbook dealing with rationing of canned goods. In it, simplified cartoon-type drawings are used to "explain the need for red stamp point rationing" and to point out what happens without rationing ("Some get all . . . some get none . . . Black Markets") and what happens with point rationing ("All can have a fair share . . . anytime is shopping time . . . chiselers can't hoard, etc."). Sample advertisements, folders and booklet treatments are included in the handbook, which was prepared by the OPA, with the assistance of the Advertising Council.

If you're a POWER PLANNER - FOR - TOMORROW

↓
PONDER THIS 8-POINT PROGRAM BEFORE YOU
MAKE POSTWAR POWER-FIELD SALES PREPARATIONS

1. OVERLOADS—Present power equipment is being run at continuous overloads, often by inexperienced help, with repair and maintenance supplies scarce and maintenance time scarcer. How much of its horsepower will simulate the "wonderful one-hoss shay" between today and peace day?

2. OILED AND READY—Power equipment goes today to ultra-needed utilities and vital new war plants, tomorrow only to ships. What service life will be left after the straining this equipment must do to meet production quotas and delivery schedules, in many cases with whatever operators can be found? Won't war-plant and ship equipment be kept oiled and ready in case we need them soon again?

3. ERSATZ EQUIPMENT—Today's power equipment is being made at top speed by available workers and from available materials. "Ersatz" means substitute, and is not exclusively German. War-built equipment, we suspect, can't hope to match peace-built top-quality power producers.

4. POWER AND MORE POWER—The public already wants over two million cars, a million and a quarter radios, almost a half-million kitchen mixers, countless other products. Post-war desires will be fed with television, photo-electric units, FM radio, "flivver" aircraft, and dozens of war-speeded new ideas. To build these products takes power—ever more of it.

5. EXPORT VERSUS DOMESTIC—Other nations will want our machines, our cars, our phones, our radios, our appliances, our power equipment—all the things that make our lives easier than theirs. How else can they replace lost plants, lost men, dissipated stockpiles? Thus export demand will compete with domestic.

6. PATCH AND PRAY—Utilities and industrial plants have not retired obsolete and worn-out units. They have patched and prayed. Come peace, they will replace at faster-than-usual rates.

7. DESIGNING, PLANNING, PREPARING—Countless companies have kept engineers designing, planning, preparing. New products we've heard about make the equipment of the average American power plant look like a Model T Ford.

8. WILL THEY KNOW YOU—Power buyers are changing—one in every five POWER subscribers changed job, title or address last year. This appalling turnover of manpower largely nullifies up-to-now sales efforts, and personal selling's advantages of acquaintanceship. When tomorrow comes, the words you must fear are "Never heard of you!"

In peace or war, power is essential to our very living. We have become familiar with it, so familiar that we never miss it until we can't get it. Then, suddenly, we realize that we can't get along without it—at home or in business.

But power engineers know how important their jobs are. That's why they make a fetish of maintenance. As top power men in their organizations, they buy power equipment, fuels and supplies for *all* industry, *all* business, *all* institutions—wherever power, steam, hot or cold water, refrigeration, air conditioning or compressed air are produced or used in quantity.

25,000 power engineers, operating the plants which produce 85% of America's power, look to POWER every month for the operating information they've got to have—50% more than pay to read any other power-field publication. They and their subordinates form an audience of 80,000 or more potent buyers.

Power multiplies man's best productive efforts, just as POWER can multiply your selling effectiveness.

Through consistent advertising in POWER you can do three vital jobs simultaneously:

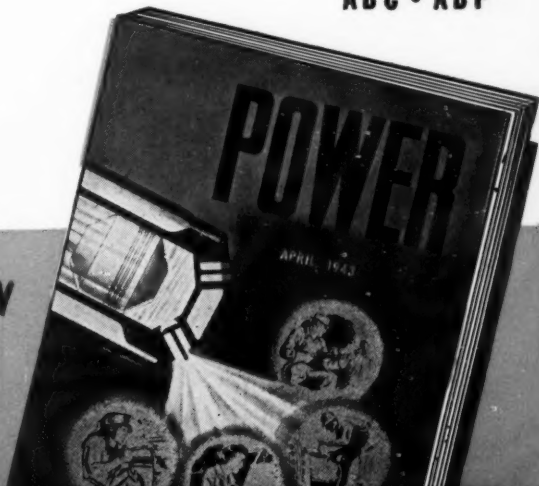
1. Help to keep America's power plants running by explaining how to use your equipment efficiently.
2. Help to train the thousands of new men taking old jobs.
3. Build good will that means acceptance for your peacetime products.

ABC • ABP

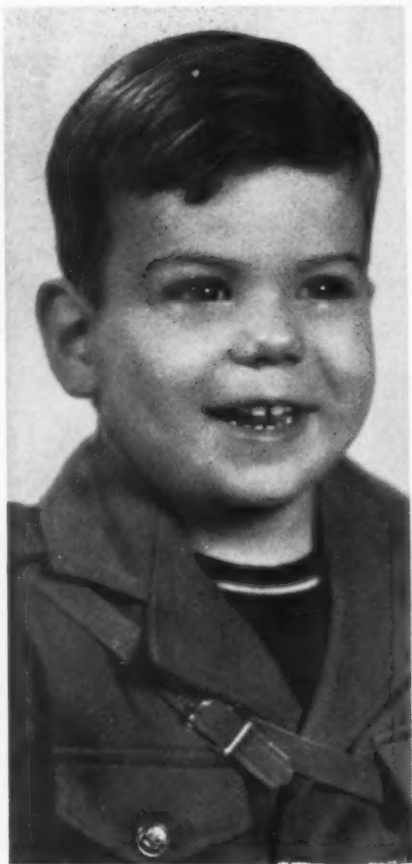
★ 25,000 NET PAID CIRCULATION

A MCGRAW-HILL PUBLICATION

330 WEST 42nd STREET, NEW YORK, N. Y.



Salute a young



"BOOMTOWN"
Lieutenant

Melvin Kirkwood is 2½ years old—another lucky Wichita Boom Baby. Lucky because he was born in a Boom Town with a future. Mr. Kirkwood is foreman of sub-assembly at Beech Aircraft.

We're making no pipe dreams in Wichita. We're building solidly. And we're making "no small plans."

Growing by leaps and bounds. Well above 250,000 population. Already rich in natural resources. Wichita now promises to be one of the country's leading post war aviation centers. Don't you miss out on this rich market. KFH is ready to do your sales job for you.

**That Selling Station in
Kansas' Biggest, Richest Market:**

**KFH
WICHITA**

**CBS—5000 Watts Day and Night
Call any Edward Petry Office**



Circle D. Cities Connected Full Strength Distribution Based on Performance and Previous Survey Measurements—5000 Watts Day and Night—October 1941



Pegasus does it again. Topping off the Socony-Vacuum "Tavern Shop" unit for self-service, he makes it easy for Mr. and Mrs. Housewife to step up and pick the products they want. And he is responsible for suggestive selling, too.

Retailers Turn to Self-Service: What Are You Doing About It?

"Cafeteria" service is here. The trend is important to many a company that sells through retail outlets. It calls for a new slant on promotion, different types of display materials. It may provide one of the strongest reasons why informative labeling will grow.

BY JAMES C. CUMMING

*Grey Advertising Agency, Inc.
New York City*

STEP into the Woolworth unit at Broadway and 35th St., New York City, and notice how completely the cosmetic section has shifted to self-service. You make your selection from cafeteria-like displays; the saleswoman merely wraps your purchase and makes change.

Nor is this just a local phenomenon. Sears, Roebuck & Co. has been testing self-service in one of its Wisconsin stores. The experiments are so interesting that department store executives from distant points have gone there to see Sears' self-service in operation. The Hub, Chicago specialty store, is another recent advocate of self-service, with a new type of display in the men's hat department which takes the guess out of selection.

The trend toward self-service began with the rapid growth of the

super-market in the grocery field, and it has been expedited in the chain store and department store field because of the acute manpower shortage. This trend has increased so rapidly that today manufacturers cannot afford to ignore it.

What can be sold successfully through self-service? Obviously not big-ticket items such as stoves, washers, refrigerators. But what manufacturer has any of these to sell today anyway? Among smaller items, the application of the self-service idea is almost limitless. Where careful fitting is required, expert salesmanship may be a necessity, but S. Klein, New York City, has sold women's ready-to-wear for many years on the self-service principle. And Sears, Roebuck & Co. in its Wisconsin experiment, is selling men's work shoes with a mini-

mum of assistance from salesmen.

Gloves, shirts, toys, dishes, tools, garden equipment, soaps, cosmetics, perfumes, glassware, china, hosiery, lingerie—the list of merchandise categories where the self-service idea applies is almost endless. The customer selects the item, takes it to the wrapping counter, and pays for it.

If the merchandise you manufacture can be sold in that manner, then the sooner you do something to help stores apply the self-service principle to it, the better.

But what can you do about it? Here are suggestions which may be adapted to many different lines of merchandise:

1. The simplest and least expensive thing to do about it is to prepare a basic plan which may be given to retailers without further embellishments. The more important stores have expert display people who can put plans into execution if they are prepared carefully. Include suggestions for large and small self-service units featuring the merchandise, ideas for promoting the self-service section, blueprints of necessary fixtures and stock arrangements.

This method may be best if you are not sure of how successful the merchandise will be in a self-service unit, or if you wish to experiment before going "all out" for self-service. Once you have established the advantages

which will accrue from a self-service operation, you will want to put it on a more concrete basis.

2. Your second step, therefore, should be to prepare complete display units, designed specifically for self-service, which can be offered to retailers in a form ready to be set up and put to immediate use. For example:

Socony-Vacuum Oil Co., Inc., offers to retailers two attractive displays designed for self-service in its Tavern products: wax, rug cleaner, window cleaner, paint cleaner, insect spray, moth crystals, garden spray, and similar items. Each display is in the form of a "Tavern Shop," topped by the Socony-Vacuum red horse. The principal difference between the displays is in their size.

How to Make Selection Easy

The elements which should be included in a display of this type will vary with the nature of the product. If the product is sold in sizes, for example, be sure to make provision for quick determination of the right size, and easy selection from the display. If the product lends itself to multiple selling, the display should be arranged so that one product will suggest another. In addition, there are these basic elements which should be considered in the design of all self-service displays:

Easily-read signs are needed, to give customers the selling points of products. Be sure that these are changeable, so that new signs can be substituted, should you make changes in your line, or additions to it.

Prices should be clearly shown, or, provide brackets in which the retailer can insert the selling price.

Give the most prominent position in the display to your best selling items. Don't make the mistake of giving prominence to the items you want to sell, or on which you make the longest profit, unless they definitely are your proved best sellers.

Provide an automatic re-order system which will make it easier for the retailer to replenish the stock in the display. This will save many a lost sale traceable to depleted stocks.

Allot the largest amount of space in the display to the item which sells in largest volume. Keep this point in mind when you assign space to sizes and colors as well as to items.

Designed for the store which cannot accommodate the larger "Tavern Shop" self-service unit, this floor-display duplicates the salesmanship, dramatizes the products: wax, rug cleaner, insect spray, moth crystals, garden spray, and other similar aids to easy housekeeping.

WHAT!

ANOTHER SURVEY?

Yes - - - we now are making the eighth GRIT study of Small Town Families. If past history means anything, we should have nearly 20,000 replies on which to base our picture.

... ready for inspection by late June or July.



YOU DON'T HAVE TO TEST

The Courant has already been tested. By, for instance, the Traveler's Insurance Company, whose home office is here. On a series of ads run in both Hartford papers, the *Courant* out-pulled with every insertion. The *Courant*, you see, is the paper read by Hartford area buyers.

THE HARTFORD
COURANT

Reps. Gilman, Nicoll & Ruthman



APRIL 15, 1943

106,828

1940 Population of
GREATER
JOHNSTOWN
PENNSYLVANIA

• • •

Virtually Complete Coverage of the Entire Trading Area — 345,869 — is Afforded Only by the

**TRIBUNE
AND
DEMOCRAT**

HELP US
**FIGHT
CANCER**

160,000 Americans die of cancer annually. Authorities say many of these deaths could be avoided.

Help us spread the knowledge that cancer can, in many cases, be cured. Enlist today in your local unit of the Women's Field Army.

In the Metropolitan Area, address the New York City Cancer Committee, 130 East 66th Street.

**AMERICAN SOCIETY FOR
THE CONTROL OF CANCER**
350 Madison Avenue, New York, N. Y.

The display should stand on the floor, on its own feet. Stores generally do not have sufficient counter and table space to spare for manufacturers' displays of the size usually required for adequate self-service. If you can design a display which can be moved easily from place to place, so much the better. One self-service display which has had considerable success takes its inspiration from a tea wagon. It can be rolled from location to location on its own wheels.

If, on the other hand, you have a good reason for planning your display for counter or table use, be sure that it is small enough to be practical. One of the Socony-Vacuum displays for Tavern products, for example, is designed for table use, and occupies an area of 10 square feet.

Retailers Eager for Ideas

3. Your third step in developing a self-service operation for your products is to prepare a complete set of instructions for the stores who use your plan. These instructions should include directions for setting up the display, with data on the store locations which will result in maximum sales. The instructions should tell just how far the display can be expected to accomplish a complete self-service job, and at what point, if any, a salesperson should be expected to take over to complete the sale. There also should be instructions for salespeople, telling them how to answer the questions which may be asked about the products in the display. Remember that approximately half the number of salespeople now working in retail stores are new in their jobs; these instructions are essential.

An important section of the set of instructions should be devoted to promotional plans. Give retailers ideas for advertising your self-service unit, and for displaying it in their windows. This section also should include newspaper mats and, if possible, a timetable providing a carefully-prepared local promotional schedule which will be timed to tie in with your national schedules.

4. How should your self-service unit be promoted to retailers? Through three main channels:

As soon as you are ready to announce your plans, prepare a striking *direct mail broadside* which gives the entire story; full details of the size of each display unit you offer, photographs of these displays, and an outline of the promotional plans you have prepared to help retailers to inform their customers of your self-service unit. Stores now are so eager to accept ideas which will help them to sell with fewer salespeople, that

you will be astonished at the response which such a broadside will elicit.

Regardless of what you now are featuring in your *business paper advertising*, gear that advertising to feature self-service. Your retailers will regard it as so important and so timely that it should actually take precedence over any other merchandising features of your product today. Use your business paper advertising as a follow-up of your broadside, presenting, so far as possible, the same story you tell in the broadside.

Customers Want Self-service

Your salesmen, if they still are traveling, should be equipped with a portfolio which explains in detail your plans for helping retailers with self-service. Give your salesmen the answers to any questions which may come in after your broadside has been distributed, so that they will be informed when answering retailers' questions about self-service.

5. Self-service is so important this year that your customers will be vitally interested in what you are doing about it. Feature the self-service unit in your national advertising, too.

These suggestions are based on actual reaction of customers to the experimental self-service units which have been set up this year. Sears, Roebuck, for instance, previously had frequent complaints about the insufficient number of salesmen. Complaints now have dropped to zero where the self-service experiment is in operation. Customers definitely like the idea. They are so keenly interested in buying where they can get what they want in a minimum of time that the first manufacturer in his field to announce a self-service unit in a dramatic manner will have a distinct edge on competition.

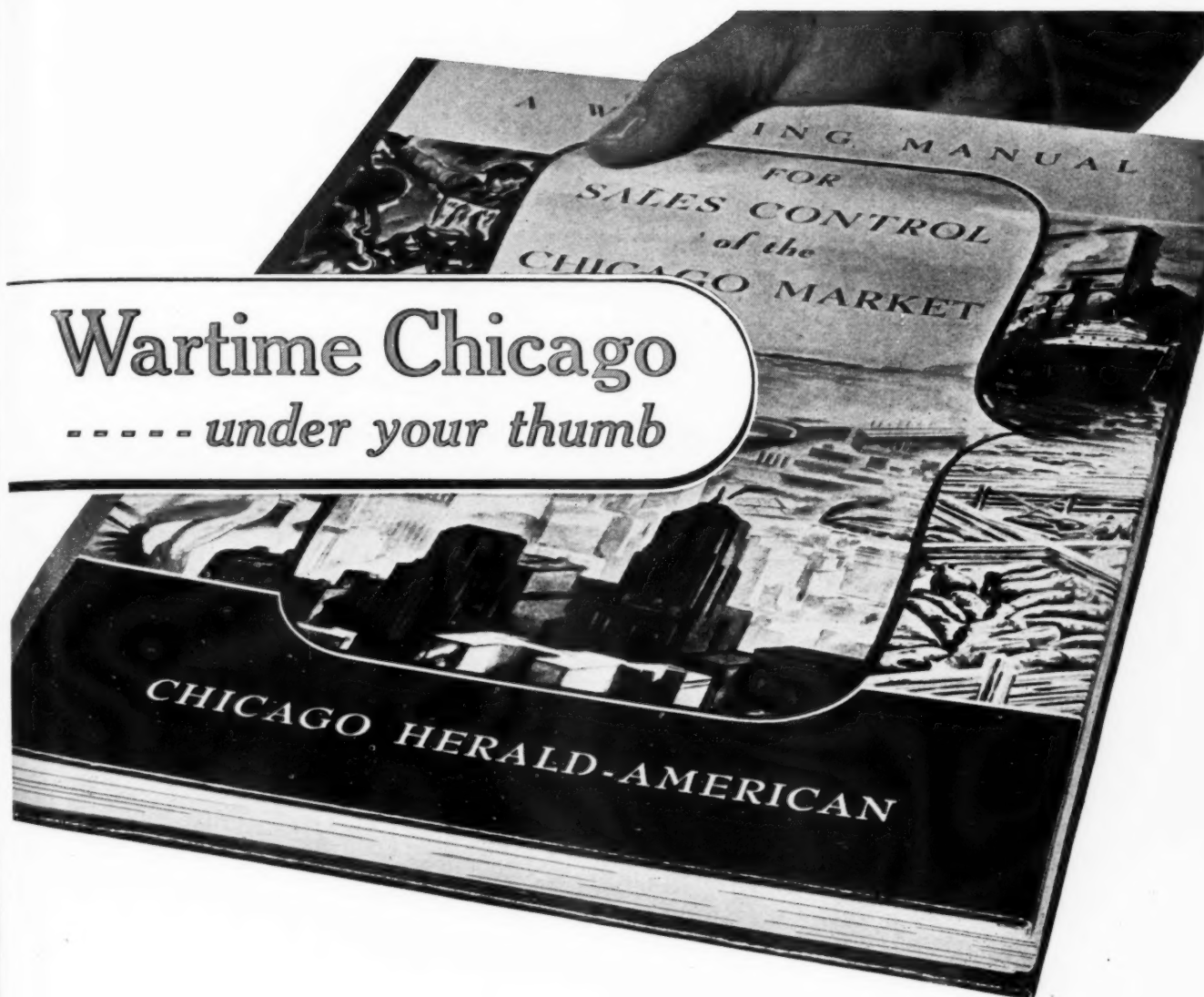
6. Is it necessary to give retailers a self-service display gratis, or can you charge them for it? This depends, in part, on the cost of preparation of the display you design, and on how essential your product is to the store. Generally, it not only is possible to charge retailers for a share of the cost of the self-service unit, but it definitely is a wise thing to do. The retailer will value the display more highly, will take better care of it, and will put it to more effective use, if he is charged for it.

Obviously, the most important point right now about the self-service idea is its timeliness—although we are willing to venture the prediction that much of the self-service which is introduced now will persist when the war is over. It is one more way to maintain the good-will of retailers during wartime.

SALES MANAGEMENT

Wartime Chicago

----- under your thumb



Now the Chicago Herald-American brings to the assistance of busy sales executives today's Chicago—the Chicago market under wartime conditions.

No longer do the facts and figures of a peacetime economy help you plan today's selling and merchandising . . . but here is data geared to the modern tempo, ready to aid you in gauging the sales potentialities of Chicago at war . . . a lusty, vigorous, free-spending market with earnings averaging \$65,000,000 a month more than the year before the war . . . with an increase of more than 250,000 workers since 1939. . . .

It places in your hands the present-day facts of the major and minor shopping areas and the main shopping streets in Chicago. It shows the important sales outlets in each

section, gives facts on transportation, and provides other essential planning material on the 54 sales divisions of the city and the large suburban shopping centers.

With this book, sales and advertising executives can visualize the relative importance of each marketing area of the city and suburbs and from these facts direct and concentrate sales effort, set quotas, and allocate costs.

Completely revised and up-to-the-minute. *A Working Manual for Sales Control of the Chicago Market* has been accepted by hundreds of management executives since 1929 as one of the most comprehensive and useful tools for sales control of the Chicago market ever published.

A limited number of copies available for presentation in person by appointment.

CHICAGO HERALD-AMERICAN

NATIONALLY REPRESENTED BY THE RODNEY E. BOONE ORGANIZATION

New York • Chicago • Philadelphia • San Francisco • Detroit • Pittsburgh • Boston • Los Angeles • Seattle • Baltimore



In spite of crushing taxes, a survey of buying-power (see the special May 10th issue of SM coming up!) reveals plenty of folding money itching to trade itself for merchandise now restricted. You who still have consumer goods on your shelves may well bask in the April sunshine.

And, in spite of food-rationing, I understand that a large segment of our population now is getting nourishing food for the first time. That ought to be *anybody's* privilege in a democracy.

Here's an item I have been saving. A friend of mine in the newspaper business on the Gulf Coast was driven nuts by the insensate repetition of Lucky Strike's "The best tunes of all move to Carnegie Hall." He tore out into the composing-room and had a printer set this up in 48-point Gothic: "Why stop at Carnegie Hall? Go to hell!"

Jam Handy's Jack Coffey says the Alcan Highway will be coming down into the U. S. some day; asks us to consider a more euphonious name embracing Alaska, Canada, and the U. S.: "Alcanus Highway."

Add similes: "As unreliable as a public clock."

If you're stiff in the joints, it probably isn't your age. A "joint" is a place to get "stiff" in.

George Bowersox writes from Los Angeles to suggest another song for these times: "A T. K. O. for Tokio." For the benefit of our customers who don't follow sports, a "T. K. O." is a "Technical Knock-Out."

The maker of Eversharp pencils and pens, of course, will never say anything about the handwriting on the Wahl.

The worst enemies of the Republican Party are not New Dealers, but a little group of so-called Republicans . . . people who think George Sylvester Viereck is a hero and the Roosevelt boys are not.

Joe Miller Dep't: To get your direct-mail advertising noticed, send it out in attention envelope. ("A tension-envelope.")

How's That Again? Dep't: "With considerable reluctance, a young matron of Westchester put her small daughter, lately turned four, into a boarding-school so that she could follow her husband to an Army camp in the South."—*The New Yorker*. Isn't four a little young for a gal to have a husband in the Army?

Title for Danton Walker's column: "Danton's Informo."

A creative man at work is said to be "in the throes of composition." In a crap-game, he is "in the throws of competition."

When the point rationing-system came out awhile back, printers naturally were confused. They talked about 12-point Broccoli and 18-point Sirloin.

"Buckets of bleed" said an associate brightly in a call-report on the paper situation.

Suggested title for a short story: "With Alice Aforethought."

If the man-power shortage gets worse, the one-armed paperhanger of blessed memory may join the one-armed forces.

It would have been worth many years of listening to the Chase and Sanborn hour to catch this one gag:

BERGEN — "Money isn't everything, Charlie."

McCARTHY — "Since when?"

"\$5,000 for 25c," says a little tent-shaped card at the Pennsy ticket-wicket. What can you lose?

Nelson Peabody tells me about a recent trip from St. Louis to Chicago. The train was making up time and the road-bed was rough. The porter asked a man across the aisle if he would like a pillow. He answered: "Hell, no; bring me a saddle."

Feeling that our good friends at Schenley, makers of really fine whiskeys, will see the innocent humor of it, I shall set down something that was cooked up by Martin Olsen, Seaman 1st Class, formerly advertising manager of Warner Hardware, Minneapolis, and now somewhere in the Pacific:

THE HOME-LIFE OF A POOR SAILOR

I had 12 bottles of whiskey in my cellar and my wife told me to empty the contents of each and every one down the sink—or else. So I said I would, and proceeded with the unpleasant task.

I withdrew the cork from the first bottle, and poured the contents down the sink, with the exception of one glass which I drank.

I extracted the cork from the second bottle, and did likewise, with the exception of one glass which I drank.

I then withdrew the cork from the third bottle, and emptied the good old booze down the sink, except a glass which I drank.

I pulled the cork from the fourth bottle, and poured the bottle down the glass which I drank.

I pulled the bottle from the cork of the next, and drank one sink of it, and poured the rest down the glass.

I pulled the sink out of the next glass and poured the cork down the bottle.

I pulled the next cork out of my throat, and poured the sink down the bottle and drank the glass.

Then I corked the sink with the glass, bottled the drank, and drank the pour.

When I had everything emptied, I steadied the house with one hand, and counted the bottles and corks and glasses with the other, which were 29.

To be certain, I counted them again as they came by and I had 74. And, as the house came by, I counted them again, and finally I had all the houses and bottles and corks and glasses counted, except one bottle and one house which I drank.

What, I wonder, will television do to thousands of movie-theaters after the war? Who of us will be willing to stand in line for movie-tickets when he can see the same show at home with his shoes off?

Chinning with Hollywood's Edward Everett Horton at a local bar, I told him that I didn't want his autograph, but that I *was* glad to meet a master of the double-take.

Frank Miller, replacement sales manager of the United States Asbestos Division of Raybestos-Manhattan, told me about Jake, a Pennsylvania Dutchman in the Manheim (Pa.) plant. Jake pointed to a corn-fed dame in the shop. She was snug in a pair of slacks. "Chust like ven Ma tries to put two quarts chelly in a one-quart char," Jake grinned.

Neat parody by the Pensacola (Fla.) *News-Journal*: "PensaCola is the \$pot."

T. HARRY THOMPSON

APRIL 15, 1943

"TODAY, IN BUSINESS AS IN LIVING, THE ESSENTIAL THINGS COME FIRST!"



A Match... and the New York Market

What's a match got to do with the New York market? The answer to that one is easy...

The American people know that a match is essential... or back they all go to raw meat and bundling!

And American business men know that advertising in the *right markets* is *essential* — particularly today... or back they all could go to push-carts and the like!

New York is one of those *right markets*... and WEAf is the *essential* station... because WEAf, the key station of the NBC network, domi-

nates this market... a market where 15,000,000 people (12% of the nation) spend 8 billion dollars yearly for retail merchandise alone—a market where WEAf's superior signal carries the finest programs on the air to every corner of this vast area.

WEAF... NEW YORK

One Of Eleven Stations in
Eleven Essential Markets

Represented by NBC Spot Sales

Eleven stations that broadcast the nation's most popular programs to 55% of the radio families in the United States (primary areas only)... eleven *essential* stations where

the buying power is 34.2% greater than the average for the whole country.

Yes, eleven stations as essential to American business for the maintenance and growth of war and peacetime sales as a match is essential to the American people for the maintenance of their way of life.

WEAF • NEW YORK

WRC • Washington KPO • San Francisco
WMAQ • Chicago WBZ-A • Boston-Springfield
KDKA • Pittsburgh WGY • Schenectady
WTAM • Cleveland KYW • Philadelphia
KOA • Denver WOWO-WGL • Fort Wayne

NBC SPOT SALES

One of a series on America's fastest-growing Victory Markets—New York City

APRIL 15, 1943

[69]

"Impulse" Displays Are Keynote of Ferry-Morse Victory Garden Drive

To help dealers cash in on the tidal wave of national interest in gardens, this Detroit seed house gives each a fixture suited to the size of his store. Displays capitalize package appeal, make it easy for customers to assemble their selections quickly.

Based on an interview with

DEXTER FERRY

*Secretary, Ferry-Morse Seed Co.,
Detroit*

"ON your mark, get set, GROW!" is the clarion call to millions of Americans this year. As a result, about 18,000,000 Victory Gardens will spring into action. There are seeds enough to supply the normal needs of all home gardeners, and stores all over the nation are urging the public to wield the rake and the hoe.

Long before the present wartime food emergency brought garden seeds into strong national focus, Ferry-Morse Seed Co., Detroit, conceived a display and promotional plan which yields results with dealers and customers alike.

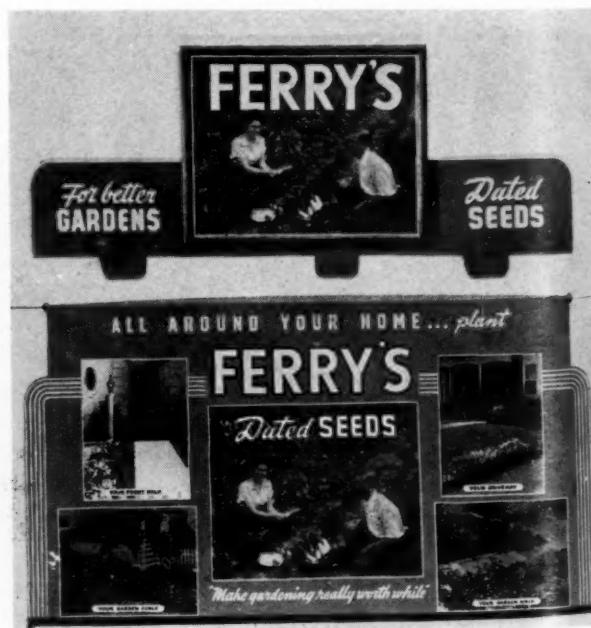
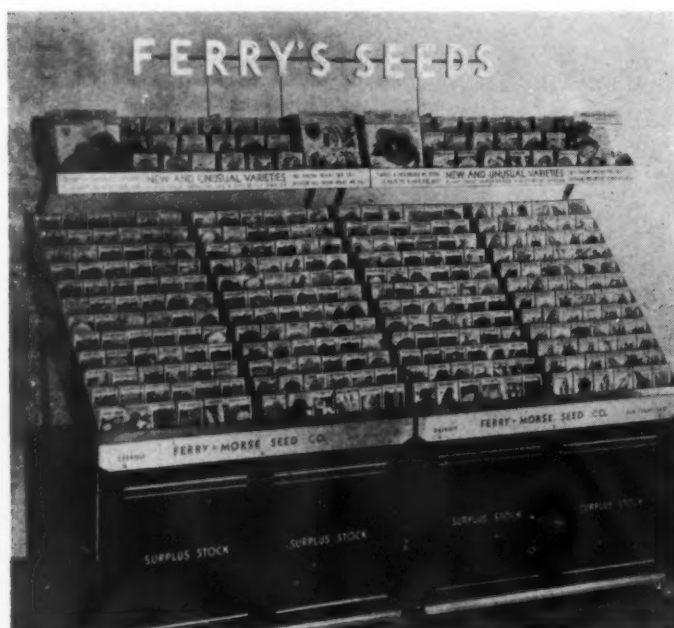
The Ferry-Morse company realized that seeds sell themselves to the gardening public in direct proportion to

the attractiveness with which they are displayed; it also knew that a seed display has to have certain advantages especially suited to a dealer's needs before he can be convinced that the display should be featured. All this involved the designing of several sizes and styles of displays adapted to various dealer requirements, at the same time keeping as a single theme the "Silent Salesman" idea.

The problem of designing a group of displays to appeal to dealers and gardeners alike was turned over to Walter Dorwin Teague, industrial designer. Mr. Teague worked out the details with the aid of company officials. As finally completed, the Ferry's Seed displays fell into two groups: those for average-size stores,

known as "regular" displays, and those for stores having very large garden-seed sales, known as "master" displays.

Ferry's display problem is complex because the company has a network



Grand-stand rooters for Victory Gardens are the Ferry-Morse store and counter displays. No matter the size, they do the job. Whether it is a triple-tier grand stand on wheels (right above), a display cut-out or window poster (right), or a giant master display (left), Ferry's promotion pieces feature Victory Gardens—and sell seeds, too. Full-color photographs highlight the displays; follow-through garden guides and "hints to amateur gardeners" unify the campaign.

Big Frog ROLLS Big Puddle



The ideal way to splash advertising all across New England, from Cape Cod to the Canadian border, is to get action from WBZ. Its mighty, water-borne voice is familiar in every cove and valley; its impact starts sales ripples from Martha's Vineyard to Maine's Desolation Pond.

Little frogs can stir up little puddles, and smaller stations are fine for smaller markets. But when you hunt sales in New England you're after big game. Let go with both barrels, WBZ and WBZA.



WESTINGHOUSE RADIO STATIONS Inc.
 WOWO • WGL • WBZ • WBZA • KYW • KDKA
 REPRESENTED NATIONALLY BY NBC SPOT SALES



of dealers covering the entire country, with at least one Ferry outlet in every town and hamlet, and with dealers ranging from small general stores to grocery stores, feed stores and pet shops, 5 & 10c variety stores, and large department stores.

All the Ferry seeds which go to the home gardener are sold through dealers. Ferry does not compete with its dealers by maintaining a mail-order division. Its large staff of salesmen contact the trade throughout the year, doing promotional work, selling, expediting deliveries, arranging dis-

plays, and then, at the end of the season, picking up any unsold seeds.

To assure customers that all seeds are fresh and packed for the current season, Ferry dates its packages.

This year, dealer sales resistance is practically eliminated. Thousands of merchants who in the past had not been particularly interested in the seed business, now are faced with merchandise shortages and therefore are anxious to feature seeds because of the scarcity of other items, as well as the unprecedented demand for seeds, and the pleasant profit margin.

Store displays probably are more important in the seed business than in many other industries, for when men or women are considering seeds, they cannot see value immediately; they must rely on the appearance of the display and the package, and the integrity of the company. That is one of the reasons why Ferry tries to have actual Kodachrome illustrations of its products on the seed packages, instead of glorified artists' drawings. And it also explains why Ferry goes to such lengths to make sure that seed packages are clean and fresh in appearance.

Three Times As Many For Your Dollar!

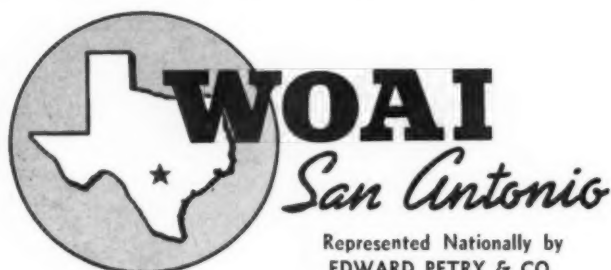


WOAI has over 3-1/3 times more radio homes—per dollar—in San Antonio, Austin and Corpus Christi combined than the only other San Antonio station reaching all three of these markets! This figure is based on published national rates and C. E. Hooper Mid-winter Indexes.

San Antonio, Austin and Corpus Christi—where your WOAI dollar buys such immense listener preference—are THREE of the TWENTY-EIGHT metropolitan counties in the ENTIRE United States listed by the Census Bureau as having the most rapid wartime growth and the best postwar prospects of retaining their growth!

Yes, WOAI delivers premium value for your dollar in Central and South Texas.

50,000 WATTS • CLEAR CHANNEL • AFFILIATE NBC • MEMBER TQN



Represented Nationally by
EDWARD PETRY & CO.

THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST

Regional Needs Are Met

Assortments are prepared with consideration both of climatic conditions and of neighborhood demands. An assortment made up for a Connecticut dealer will not contain any varieties of flower or vegetable seeds which do not fare well in a northern climate. Displays arranged for foreign sections, such as Italian or Scandinavian, contain certain types of vegetables which are in strong demand by those nationalities, but are not popular with others.

The main feature of all the displays, small and large, is their "grand-stand style." The tiers and pockets are arranged to hold generous supplies of seed packets and yet are so spaced and tilted that the name and illustration of every vegetable and flower easily can be seen by the customer.

The smallest display consists of a single tray which occupies minimum space on grocery, hardware, and drug counters, as well as display counters in florists' shops. If floor space is sufficient, the same size tray, supported by metal legs, may be used. For dealers with ample floor space and larger sales volume, double- or triple-tray floor displays are designed. These vary in width to conform to various dealer-customer preferences, but the top row of packets is never above comfortable eye level and hand reach. Of these, the triple-tray display with one tray for flower seed packets, one for vegetable seed packets, and a bottom tray for vegetable and lawn grass seed cartons, is the most widely used.

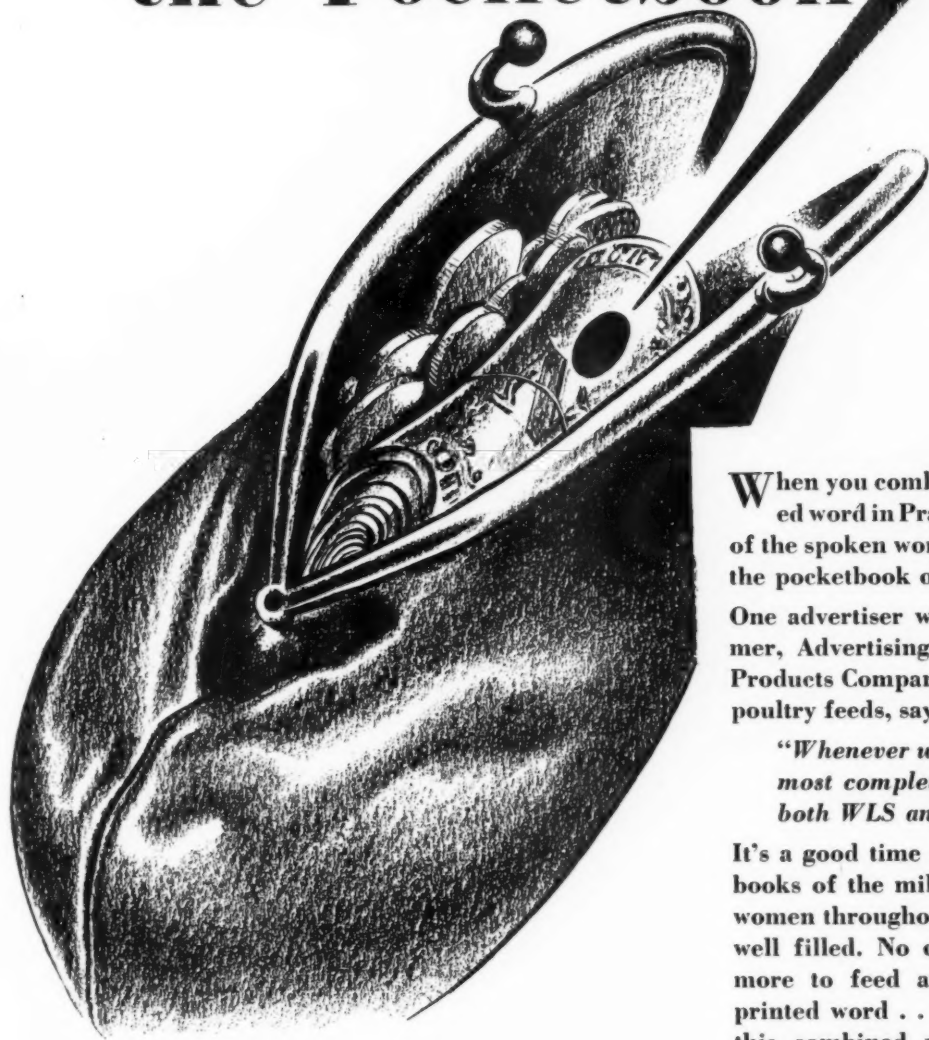
To save space in chain stores and super markets, and to take the place of two of the largest regular displays, the company has designed one large grand stand on legs. This "grand stand on legs" has a shelf beneath for a display of lawn grass seed, fertilizer, or garden tools, and a dealer can use it to advantage in promoting those large profit items.

For department stores with very large seed sales, there is a larger and

SALES MANAGEMENT

POWER

that PENETRATES the Pocketbook



When you combine the power of the printed word in *Prairie Farmer* with the power of the spoken word on WLS, you really open the pocketbook of *Prairie Farmer* Land.

One advertiser who uses both, R. Q. Hammer, Advertising Manager of Consolidated Products Company, makers of livestock and poultry feeds, says:

*"Whenever we are anxious to do the most complete job possible, we use both WLS and *Prairie Farmer*."*

It's a good time to prove this now. Pocketbooks of the millions of working men and women throughout *Prairie Farmer* Land are well filled. No other market is producing more to feed and arm the Nation. The printed word . . . the spoken word . . . let this combined power that penetrates the pocketbook carry YOUR sales message into *Prairie Farmer* Land.

Use the *Combination*

PRAIRIE FARMER

BURRIDGE D. BUTLER, Publisher

Since 1841

and



to Double Your SALES Power in *Prairie Farmer* Land!

CHICAGO

APRIL 15, 1943

[73]

more elaborate display. In striking colors of red, silver, and black, it is built on smart modern lines. It is equipped with an illuminated sign, and indirect lighting under an upper tier, which is used for calling attention to new and unusual varieties. Garden sections of big city stores are proud to give floor space to this striking "master" display and have shown concrete evidence that it helps to increase sales. Only 7' long and 25½" deep, this shining example holds 4,856 flower packets or 3,096 vegetable packets, with space for additional

stock in the closed-in base beneath the roomy grand stand.

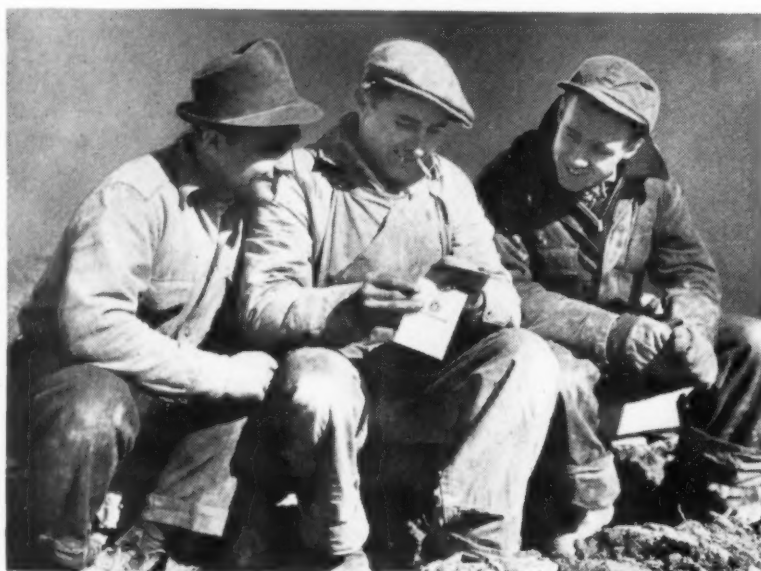
The country is in a far better position to cultivate Victory Gardens during World War II than it was during World War I. In 1914, Americans depended largely on seeds imported from Europe, and when this supply was cut off, the seed growers here first resorted to research and the development of new varieties and strains. But the results of those experiments were not fully enjoyed until the 1920's and 1930's, because it takes many years to develop a thor-

oughly successful strain or a new variety. Because of the research done since then by Ferry and other of the nation's seed growers, the country now is self-sufficient in its seed production and is in a position to meet the tremendous demand.

This year, seeds are important in the Lend-Lease program. In addition to supplying the home garden demand, Ferry—like most of Detroit's industries—has Uncle Sam as its largest customer. By shipping seeds, instead of the final product of seeds, to the United Nations, tonnage is saved.

WORCESTER, Massachusetts

City Zone Population 235,125



H.M. LAMBERT

\$952 Per Capita Savings

Worcester's wartime buying power is greater because behind Worcester's current high wages stands a backlog of savings that is equaled by few — if any — large cities in the United States. Away back in 1939, Worcester's per capita savings were \$904. Last year — even with vast sums diverted into War Bonds — they were \$952.

This rich market—heart of industrial New England—rates a MUST on every schedule. Population: City and Retail Trading Zones 440,770. Telegram-Gazette circulation over 147,000 daily; over 79,000 Sunday.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH, Publisher
 PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
 OWNERS of RADIO STATION WTAG

Caters to Impulse Buying

Ferry operates on the principle that seed buying, to a considerable extent, is impulse buying. People may walk out of a store with many packages of seeds—people who had no idea of buying seeds when they entered the store—if they can be sold on Victory Gardens while they are shopping.

Every year the company selects a motif or dominant feature as the keynote of its promotional material, and this year the timely topic of Victory gardening holds the spotlight.

A cut-out of a couple gathering vegetables in a home garden is attached to the top of the largest of the regular displays. Provided with cardboard tabs, this cut-out fits easily into the top of the display and becomes an essential part of it. An easily-attached window poster carries the same picture as does a small counter cut-out with easel back.

Maintenance of morale on the home front is promoted, too. The Victory Garden scene is the central theme of a large window easel for dealers (about 18" x 36"). Grouped on both sides of the easel are four smaller illustrations in color, showing glimpses of home grounds with plantings of annual flowers. While vegetable gardening is most prominent at present, this poster carries an "ALL AROUND YOUR HOME" theme, suggesting that the beautification of the home should not be forgotten and implying that flower seeds, too, are in stock. "Door-yard" views also give home gardeners valuable hints.

This same poster in slightly different form has another practical use. Sometimes the position of the display in a store is such that the back necessarily is exposed to view. To use this valuable space as an extra advertising medium, a poster has been made on the same subject to fit the exact width of the display. Furnished with tabs for easy attachment, it dresses up the back of the display and steers customers to the seed packets on the opposite side.

SALES MANAGEMENT

9,400 REPRINTS

OF TEN HIGHLY IMPORTANT ARTICLES
APPEARING IN

INDIA RUBBER WORLD

WERE ORDERED AND *PAID FOR* BY READERS
DURING THE *LAST QUARTER* OF 1942

THE REASON

Rubber—its production in natural and synthetic form and its processing are of prime importance right now and articles appearing in INDIA RUBBER WORLD are recognized by the members of the rubber industry generally as authoritative—written by men who know. The publication is edited by graduate engineers with long practical experience in rubber manufacturing and its editorial prestige has been maintained through 53 years of service to this one industry.

READER INTEREST BRINGS ADVERTISING RESULTS

That is why INDIA RUBBER WORLD carries more display
advertising than any other publication in the field.

Remember—Rubber is in the forefront of the War Effort.

WRITE FOR MARKET AND CIRCULATION DATA AND RATES

INDIA RUBBER WORLD

Established 1889

386 FOURTH AVE.

NEW YORK

Graybar Sets Up Six Committees To Plan for Post-War Period

While Graybar Electric Co. has one over-all company committee charged with the job of laying out a constructive post-war program, their sub-committee setup, which divides the fields of activity into six logical areas, may be of interest to other post-war planners.

Based on an interview by R. C. Fyne with

HERBERT METZ

*General Lamp and Lighting Sales Manager,
Chairman of the Post-War Planning Committee,
Graybar Electric Co., New York City*

THIS IS THE STORY OF one company that has taken the idea of post-war planning out of the theoretical stage and has put it into practical operation. Six committees, composed of home office executives, have been established, and charged with the responsibility of studying and planning for specific phases of post-war operations including market development, new products, personnel, accounting methods, contact with suppliers, and governmental activities.

Graybar Electric Co., Inc., New York City, is a distributor of all types of electrical equipment and appliances, handling over 60,000 items, supplied by more than 200 manufacturers. The company has 85 branch offices throughout the country. Today it is engaged primarily in war work.

Five months after Pearl Harbor, Graybar began to prepare for V-Day by establishing a committee of general executive officers. This committee was composed of the sales manager, the sales promotion and advertising manager, and the sales statistician.

"We believe," states Mr. Metz, "that the first and most important job facing the nation, the company, and the individuals in the company, is the winning of the war, but winning the war will not suffice if we do not have a plan for the years following the war. We recognize that post-war planning is a national economic need."

"Our planning is following two definite directions. The object of the first is to keep Graybar abreast of the post-war planning of other companies, organizations, and the Government, so that we can take full advantage of the work that is being done generally throughout the country."

"The second phase of our planning also is a very direct and tangible one. In this connection we are attempting to develop practical ideas and programs which can be put into operation to Graybar's benefit and profit after V-Day."

"For instance, as a result of suggestions we have received from the field, we are studying the desirability of opening new branches. This study should lead to the establishment of a plan of expansion which can be followed in the post-war period. Another study we are making is in connection with a program Graybar might profitably follow to secure the small contractor business which we all feel will bulk large after the war, because of the probable boom in housing."

To carry out the post-war planning program, the post-war committee established six sub-committees. These committees and their respective tasks

and perspective are as follows:

1. The Markets and Market Development Committee: Graybar is directly interested in markets and market development, and is particularly concerned with post-war developments along these lines. This committee is analyzing markets and beginning to project ideas on what and where the major markets will be after peace comes. It is studying the effects of the migration of workers and farmers on pre-war and post-war markets, reviewing the locations of branches and offices to see if they are strategically placed and whether new branches or re-located branches are desirable.

Public Works Mean Customers

2. The Governmental Activities Committee: Government projects and public works programs—national, state or city—mean new potential customers for Graybar salesmen. This committee is compiling a record of public works which are being planned by various communities and which will be put into effect to employ people when the war is over. In addition to compiling the information, the committee passes on the leads to the men in the territory. If the City of X-ville, a community of 8,000 people is allotting money now for the construction of a new sewerage system after the war, the Graybar salesman is in on the start, helping in the planning, making suggestions, meeting the key people, and eventually bidding for his share of the business.

Mr. Metz states: "It is evident that after the war there will be large governmental programs covering public works and other developments, the object of which will be to keep men at work. These programs will be state, national and local. We will play a part in the development of these programs, and to do this advantageously it will be important that we are in a position to know what these plans will be, whether they will be actual or projected. It will be the function of this committee to work along these lines."

3. The New Products Committee: Graybar does not manufacture products, it distributes them, thus the basic problem is not one of thinking of new ideas and improved products, but one of keeping in touch with what is happening in the product development field. This committee is studying the problems covering new products Graybar may be able to sell and the old ones which may be developed further and sold after the war. Undoubtedly there will be considerable progress in the fields of synthetic rubber and other synthetic products, airplanes, electronics, plastics, etc., and Graybar is

★ ★ ★ ★ ★ ★ ★ ★

★

★ **The magazine** ★

★ **MOST WANTED** ★

★ **by business leaders...** ★

★

★ CHOOSE THE ★

★ LEADER IN ★

★ THE BUSINESS ★

★ FIELD... ★



WANTED—Quality man as Special Field Representative contacting and interesting executives in subscribing to leading business paper. Expenses—Salary—Bonus—unusual promise in well-established organization for good salesman. Address Box 1033, Sales Management, 386 Fourth Ave., New York, giving experience (circulation and advertising sales, ICS, Alexander Hamilton, etc.), age, draft status, etc.

Never Underestimate the Power of a Woman!



Nor the Power of the Magazine Women believe in!

Yes, women are still women. In whatever uniforms or service you find them now, you'll find them still exerting their perennial power to attract. And still being attracted by the magazine that recognizes best this innate feminine attribute.

LADIES' HOME

JOURNAL

The World's Largest Audited Magazine Circulation

APRIL 15, 1943

[77]

MORE BUYERS with MORE MONEY to spend! AKRON

Akron is growing by leaps and bounds; that means MORE buyers with MORE money to spend. Beacon Journal Circulation is growing too; that means you can continue to place your sales messages before all Akron buyers at one low cost. The figures below show how Beacon Journal Circulation has kept pace with the expanding Akron Market.

Net Paid
Daily Circulation
for March, 1943 **124,828** Net Paid
Sunday
Circulation
for March, 1943 **112,155**

Net Pd. Circulation	6 Months Ending	3/31/43.....	Daily	Sunday
" " " 12 " "	3/31/42.....	110,666	121,881	108,725
" " " 12 " "	3/31/41.....	103,153	110,666	91,768
" " " 12 " "	3/31/40.....	98,780	103,153	80,866
" " " 12 " "	3/31/39.....	97,291	98,780	72,459
			97,291	65,573

The buying habits of Akron's wage earners are formed daily through Akron's only Home Newspaper.

AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

JACKSON Leads All Michigan in War Bond Purchases!



A BOOTH Newspaper MARKET

Jackson leads all other Michigan cities in War Bond purchases. In proportion to population, this important war market stands first in the state, in financing the nation's war effort.

And this is only one indication of Jackson's increased purchasing power. Jackson's industrial employment is up 25% compared to last year. Retail sales are running from 17 to 20% ahead of last year.

The Jackson Citizen Patriot covers the Jackson Market practically home by home. No other advertising medium can give you such density of coverage or certainty of contact.

For more information on the Jackson Market and the Citizen Patriot, call I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

JACKSON CITIZEN PATRIOT

beginning now to lay the foundations for its place in each field.

Another phase of this committee's activities is research on the needs and wants of its customers. What additional products should Graybar distribute to meet the demands of its customers? Will it pay Graybar to carry additional lines?

Salesmen Collect Data

There are, of course, thousands of manufacturers with whom the Graybar main offices have no contact, who are giving time and thought to the markets and large sales, and in which they will make when the war is over. Many of these companies will develop new products which will have wide markets and large sales, and in which Graybar may be definitely interested. A special appeal went out to all Graybar salesmen who are in touch with many of these companies, who in some instances have intimate contact with their principals, urging them to pass on to the home office all data they find on post-war planning and products.

4. The Personnel Committee: "Graybar is an organization of people," states Mr. Metz. "We have no factories, we have no patents. We succeed or we fail according to the type of people we have, and the thoroughness with which they are trained. The post-war era will bring with it many problems which will be solved best by the organization that has the most adequately and efficiently trained personnel. It will be the duty of this committee to study our personnel problems and to make recommendations which will add to and strengthen our personnel for the post-war period.

"The first task this committee undertook was the compiling of a central index covering every Graybar employee in the service. We aim to have this index give us the necessary information to help us to place these returning men and women in positions where they can serve best.

5. The Methods, Records and Accounting Committee: The physical handling of any business like the sales end will undergo changes with the end of the war. To plan for these changes and suggest new and improved methods for the handling of routine records and accounts, will be the function of this committee.

6. The Suppliers Committee: This group is charged with the responsibility of maintaining close contact with Graybar suppliers in order to synchronize Graybar's planning with theirs, and to be reasonably sure that they are kept posted on new products and sales plans which the suppliers will have available.



One may be enough— ... if you pick the right one!

That "one paper in Philadelphia" idea has its limitations. The newspaper "nearly everybody reads," for instance, doesn't nearly cover the market.

No matter what you've heard, there are people in Philadelphia who won't wait around all day for an evening paper ... enough to give *The Inquirer* more than 450,000 circulation! Outsiders swell the Sunday circulation to more than 1,300,000!

And most of the most successful Philadelphia retail advertisers find these *Inquirer* people too important to miss—not because they read a morning paper, but because they read adver-

tisements, and come into stores and buy stuff in pleasing and profitable quantities. Consequently *The Inquirer* has been the first retail medium in Philadelphia for the last six years—carried 10,111,658 lines in 1942 ... some 1,293,277 lines ahead of the second newspaper.

If one paper in Philadelphia is all you can afford, local cash registers and Media Records both indicate *The Inquirer* ... to reach the folks in Philadelphia who have the most to say—and to spend! Pick the paper that sells the most goods, not the most copies. Further investigation is invited ...

The Philadelphia Inquirer

National Advertising Representatives: Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit, St. Louis; Keene Fitzpatrick, San Francisco

APRIL 15, 1943

[79]

On the Wartime Sales Front

Cinderella Now Demands Higher-Priced Shoes

Rationing has blitzed the shoe industry. Popular-priced shoes are no longer popular; high-priced shoes are getting scarce; variety in color and size is both a nightmare and a dream. Shoe manufacturers are frantically seeking for Prince Charming to find out how glass slippers wear, and Cinderella would be a lucky girl today if she ever got back the lost slipper.

This is the situation in the shoe industry two months after rationing started: Sales of the three-dollar, four-dollar and five-dollar shoes are declining, as men and women now are trying to make their three-a-year ration coupons buy more by going into the higher priced field. For example, Melville Shoe Corp., New York City, reports in a survey made by *The Wall Street Journal*, that sales of its lowpriced "Thom McAn" shoes are running about 10% below the pre-ration level, and off substantially more than that compared with a year ago. In contrast, its higher priced "John Ward" line (which is normally small in volume compared with "Thom McAn") is selling better than it did before rationing began.

A Midwest manufacturer cites a 50% rise in sales of men's shoes in the \$8 to \$15 range, and women's in the \$8 to \$18. Prevailing opinion among many shoe circles is that the shift to better quality goods is here to stay.

The disruption of normal selling markets is but one problem the shoe industry has to face—curtailment of sizes and colors, lack of skilled help, and material shortages create equally bad headaches. The worst shortage in material for shoe manufacturers is in top grade and heavy sole leather, but calfskin is also scarce. In place of calfskin, the industry is turning to split cow hides which work quite well, but make a slightly heavier and less attractive shoe.

Wooden-soled shoes will appear more frequently among women's sports models, but manufacturers state that they are not full-time substitutes for leather. One new model has a sole that gives flexibility by using the principle of the old roll top desk; its slats are made of maple, with a toe and heel of reclaimed rubber. Another made of pine uses the rocker principle; leather plugs are built into the walking surface. Rope soles, hard-packed felt and plastics, when they are obtainable, all are being used for sole-materials.

Norwich Pharmacal Co., Norwich, N. Y., according to a recently adopted plan for recognizing promotions of its men in the armed forces, will pay \$10 to each ex-employee for any promotion the man receives in the Army, Navy or Marines.

The Magic World of Soy

Forget the saying, "From little acorns do great oaks grow." The modern version is, "From little soy beans do all sorts of wonders come"—materials, foods, plastics, synthetic rubber are just a few examples of the many uses to which the soy bean is now being put.

Soy flour is one of the most popular usages, and to promote the flour further, the Soy Flour Association has established a research kitchen with headquarters in the Board of Trade Building, Chicago. The kitchen will develop new recipes for distribution by the soy flour trade to the public. This move was made in anticipation of the increased use of soy products as a meat substitute under rationing. The association also will shortly start distribution of a folder, "What is Soy Flour?"

With the recent success of Soy Food Mills, Chicago, with its "Golden Soy" griddle cake mix, rumor now has it that three well known firms will soon enter the field with either a packaged soy griddle cake mix or some other soy flour product.

12,000 Tampa Shipbuilding Co. workers will witness the film, "Air Force," current Hollywood hit film, in a plan to cut down absenteeism. This is the first time a feature moving picture rather than a commercial film is being used to influence war workers to stay on the job.

A Record Scrap Drive

RCA Victor Division of the Radio Corp., of America, Camden, N. J., is promoting an all-out drive for reclaiming old and broken records. Today scrap records constitute the life blood of the record industry. Two of the company's activities in the campaign include a "Scrap Idea Exchange" contest for dealers and a special scrap drive promotion kit.

The contest offers three prizes of \$100, \$50, and \$25 War Bonds for the most productive scrap collecting ideas submitted by dealers. All of the best ideas will be passed on to other RCA Victor Dealers.

An all-purpose Scrap-Record Collection Kit, replete with promotion material specifically designed to aid Victor dealers in their local scrap campaigns is being distributed on a national scale. The kit contains promotional pieces for counter, booth and window display, as well as direct-to-customer material. Included are giant window streamers, easel-back cards, streamers, fliers and mailers.

Servel, Inc., Evansville, Ind., has developed a "Home Volunteer" program to help housewives solve their point rationing and meat planning problems. The program is being promoted through local gas companies and includes neighborhood meetings, a home study course, and a radio and newspaper course for consumers.

Believe It or Not

Secret experiments now under way may turn the steel industry into a big flour user. Wheat will replace hard-to-get starches, particularly the corn, potato and tapioca varieties which steel makers and aluminum producers use as binding agents for sand used in the molding process. Flour millers have been supplying metallurgists with samples of wheat and rye flour varieties for research work.

A cheap and simple food dehydrator soon will be made available to all. The new dehydrating equipment developed by agricultural and chemical experts may well prove to be the answer to wartime shortages of materials and labor in food preservation. After months of experiment, the University of Tennessee already is promoting as a public service a simple, effective home dehydrator.

Telephones which can answer themselves are ready for commercial use, but you won't get a peep at them until after the war. Designs and patterns for the new telephone that talks back are all set to go, but are being delayed as the telephone equipment companies devote their full energies to war work.

Maine potato interests are investigating the possibility of producing potato syrup, and the prospects are rosy. The syrup has an attractive golden brown appearance.

Minnesota hogs are coming up in the world, for they now provide fine bristles for paint brushes. Just be certain that Porky is sturdy and venerable and he'll supply the right kind of tough hairs.

COMING!

In fact, it's almost here

★ ★ ★

The Issue after the next will be the

1943

**SALES MANAGEMENT
SURVEY OF BUYING POWER**

★

May 10

★

Sales Management

386 FOURTH AVENUE

NEW YORK, N. Y.

Media & Agency News

Media and Merchandising In Reverse

Many merchandising services heretofore operated by newspapers and radio stations are being suspended for the duration, although many advertisers still ask for local service, and are influenced to some extent by the promise of service when selecting local media. Newspapers and radio stations are on a spot. They want to please the advertisers and enhance their reputation and prestige, but the old type of merchandising cannot make friends with anyone today.

With counters and hooks bare of meat, how would a food merchant react to a letter, or a salesman's personal message, telling him to "get behind X brand and push it because an advertising campaign is about to break here and it will do a big job of increasing consumer demand for the X brand of meat?"

Station KFBI, Wichita, Kan., has met the problem under the direction of Robert K. Lindsley, general manager, and Ralph Varnum, merchandising director, by continuing its merchandising service but putting it in reverse gear to a considerable extent so that it can be used either to increase sales for those few products which are plentiful or to explain rationing and shortages for other commodities.

To build wholesale sales, a KFBI representative used to visit with wholesalers' representatives to put selling ammunition into their vocabulary, to conduct sales meetings, to buoy up representatives on an advertised brand. Today the same representatives explain to the same salesmen how advertising copy is designed to take the retailer off the hot seat by explaining to consumers that rationing isn't the retailer's fault. A semi-monthly news letter does a similar job and helps to pave the way for the manufacturer's representatives when they visit the territory, not to sell but to offer counsel and advice.

To sell retail sales, KFBI has eliminated lengthy form letters and has substituted the telegraphic-style letter which is mailed in an attention-getting envelope with five or six lines of double-space copy giving the entire story of the campaign and what it is designed to do. At a glance, the retailer can see that the purpose of X's campaign is to tell the public that most meats are scarce, and to suggest ways and means of getting along with what is available. The KFBI personal representatives do the same type of work by showing the dealers what the advertiser is doing to take retailers off the spot with their own customers.

To sell consumers, KFBI is supplying price tags which tie in the manufacturer's radio campaign with the point-of-sale problem. The tags which read, "As advertised on KFBI" and "It's a good buy", with space for a price in the center, now are imprinted with "Limit One" or some similar point-of-sale guide to purchasers. The executives of the radio stations find that window displays, counter displays, and other devices originally designed to increase sales, all can be reconstructed to fit wartime conditions.

Survey operations are being continued by KFBI, but the questionnaires filled in by

their representatives after visits to wholesalers and retailers no longer stress competitive brands which are outselling or underselling the advertiser for one reason or another. They are now designed to uncover sources of friction in the trade, such as cases where dealers claim that they are not receiving a fair proportion of merchandise. These facts enable the manufacturer to spot locations where ill will might prove costly when wartime scarcities are a thing of the past.

War Increases West Coast Traffic

Here is a "Believe-it-or-Not" for Eastern sales managers and advertising executives: in spite of a decrease in private automobile traffic in principal Pacific Coast cities, gross circulation has increased. The increase is 10.3% for the entire region, including San Francisco, Sacramento, Los Angeles, Long Beach, San Diego, Fresno, Portland, Seattle, Tacoma, and Phoenix. The gross circulation increase for some of these cities is as high as 28.5% (Phoenix), 25% (Oakland), 19.6% (Seattle). Only one city records a minus. San Francisco has 16.7% more people circulating; Long Beach 3.1%; San Diego 19.0%; Portland 16.2%; Tacoma 25.1%. Fresno's record is minus 9.5%.

These traffic counts were made by Foster & Kleiser Co., outdoor advertising agency, following Traffic Audit Bureau procedure, covering the months of January and February of this year. Comparisons are with the last T.A.B. audit. The results of the survey have been published in a twenty-page brochure, just released, which tells the story of current traffic conditions in the 11 key Pacific Coast cities by means of graphs, charts, photographs and maps. This brochure follows up a sales presentation made by Foster & Kleiser the first of the year. It showed that due to the war, more Westerners were circulating outdoors, and gave some reasons and the proofs. The follow-up now being reviewed gives exact pictures of the extent of the traffic increases in each of the points.



"Idea Banks" distributed throughout the offices of Macfadden Publications elicited many material-saving ideas. Here, Carroll Rheinstrom, executive vice-president, rewards employees who submitted their ideas during the first month of the plan's operation. Believed to be the first suggestion plan of its kind in publishing, it is patterned after those used successfully by industrial plants.

Commenting on the (apparently) small increase of traffic in Long Beach and decrease in Los Angeles, Foster & Kleiser say: "All the last T.A.B. Audits except those in Los Angeles and Long Beach were previous to 1941 and reflect peak or near-peak pre-war traffic. Thus, comparison of 1943 counts with these audits reveals an accurate picture of present wartime traffic vs. pre-war traffic in all cities but Los Angeles and Long Beach. The Los Angeles T.A.B. Audit was made in 1941, the last Long Beach T.A.B. Audit, in March 1942. Both of these audits reflect considerable expansion due to great Defense activity (shipbuilding, aircraft facilities, etc.) which began in mid-1940. . . The decrease shown in the Los Angeles chart and the small gain in Long Beach would both change to substantial increases if comparison of the 1943 counts were made with 1940."

After showing the summary for the entire region, which gives the total gross circulation increase as 10.3%, total effective circulation as increased by 4.7% and total net advertising circulation as up 7.2%, and following with a breakdown by the 11 cities of the figures for gross circulation; the booklet next shows effective circulation by individual cities. The effective circulation is obtained by taking one-half of the automobile traffic, one-half of the pedestrian, and one-quarter of the mass transportation traffic, except where counts are on one-way arterials, where higher proportions are taken.

The booklet next studies the net advertising circulation in terms of the 11 chosen cities. Here it was found that this was increased by 15.2% in San Francisco, 4.3% down in Los Angeles, 22.6% up in Oakland, 15.6% up in Sacramento, 7.5% in Long Beach, 18.6% in San Diego, 12.2% in Portland, 16.5% in Seattle, 24.6% in Tacoma, 24.7% in Phoenix; and down 7.5% in Fresno. These figures are for a 12-hour period of 100% showing, compared with the 18-hour period of the previous audit.

Four main factors are responsible for increases in Pacific Coast traffic: (1) population increases; (2) employment; (3) Service Activity; (4) Increased Load Factor. Under the first item the survey shows

that California now has about 13% more population than at the last census and gives a list of city increase figures as recently reported by SALES MANAGEMENT. Foster & Kleiser comment: "While numerous manufacturing cities throughout the country have registered considerable population gains, no other geographical area of the U. S. has recorded such uniform and continuing increases throughout its entire area as the Pacific Coast."

Under the head of "Employment," the booklet says: "Numbers of people working, both men and women, are at record levels on the Pacific Coast. They are essential traffic, of necessity out of doors daily . . ." Pointing out that "7.4% of total U. S. population was on the Pacific Coast as of 1940 Census," the booklet indicates that "13.35% of total U. S. war production was on the Pacific Coast as of last published figures of WPB (July, 1942). This is almost a two-to-one ratio of war production as compared with the remainder of the U. S. Thus, the tremendous productivity of the Pacific Coast makes essential the continuous flow of this greatest population the Coast has ever seen."

Under the head of service activity we find: "While figures are not publishable, it is well-known that there are on the Pacific Coast heavy concentrations of military, naval, marine, and air force personnel. The strategic position of the Coast makes this imperative. These men, not counted in the population figures that have been given, add substantially to the already heavy traffic of Coast cities."

In dealing with the subject of increased load factor the Survey continues: "While individual use of automobiles has necessarily been reduced due to tire and gasoline rationing, it is obvious that decentralization demands continued use of a substantial number of Coast cars for essential movement. The number of passengers carried per car has increased materially (this is substantiated by T.A.B.) tending to offset the reduction in number of vehicles. Mass transportation facilities also are carrying heavier loads. . . . Outdoor Advertising facilities are built to deliver dominant coverage of this entire traffic flow, regardless of the form it takes, whether pedestrian, automobile, bus or street car." Six pages of maps follow.

One of the graphs featured shows that "48% of all ships built in 1942 were produced on the Pacific Coast. According to the U. S. Maritime Commission, by February of this year, this had increased to 52% of all U. S. ship tonnage."

Footnotes on the Los Angeles and Long Beach Net Advertising Circulation figures indicate that if 1943 is compared with 1940 (as in the case of the other cities) Los Angeles shows an 11.4% increase, Long Beach 44.9% increase.

Cyril Wright, Sales Promotion Manager, says: "When this very great productivity (shipyard and other war industry) is considered, together with the decentralization of Coast cities, it may be seen that traffic of necessity must continue heavy on the Coast." The figures, while strictly accurate, may seem fantastic to Easterners, but there they are. Sales Managers who want the details may send to Foster & Kleiser for copy of the booklet, *Pacific Coast Traffic*.

APRIL 15, 1943

Agencies

Agency appointments, or account changes, emphasize the vitality of advertising. They show that the companies involved plan to "do something" in the way of advertising. Sometimes the appointment creates an advertiser. Sometimes it suggests wider or more intensified advertising activity.

The \$2,000,000 Radio Corporation of America account this month went to four agencies. Ruthrauff & Ryan will handle RCA Victor radio, phonograph and television instruments; J. Walter Thompson Co., Victor and Bluebird phonograph records and RCA Victor's International division. Kenyon & Eckhardt gets radio tubes, special radio instruments, and industrial electronic and radio apparatus, including electron microscopes, theater sound equipment and industrial sound systems. Albert Frank-Guenther Law will handle financial advertising.



John E. Williams becomes general manager of Charles Dan'l Frey Agency.



And John E. Finneran joins the Grey Advertising Agency.

John E. Williams, recently vice-president of Di-Noc Manufacturing Co., Cleveland, and formerly an executive with *Collier's*, U. S. Advertising Corp. and Franklin Automobile Co., becomes general manager of Charles Daniel Frey Agency, Chicago. . . . John E. Finneran, former vice-president of Benton & Bowles and advertising director of Scripps-Howard Newspapers, joins Grey Advertising Agency, New York. . . . John C. Dunn, Allan D. Converse, Jr., and Paul R. Baugh, join Griswold-Eshleman Co., Cleveland, as executives. Mr. Dunn recently was sales promotion manager of Pure Oil Co. Mr. Converse handled advertising for R. R. Donnelley & Sons Co., Chicago, and Mr. Baugh, former New York agency executive, recently was head of the Industry Relations Branch of OPA in Washington.

A new advertiser is United Mine Workers of America—currently explaining the coal miners' wage, hour and working conditions in a series in 60 newspapers, through Albert Frank-Guenther Law.

Other account changes: Roger & Gallet, cosmetics, and air conditioning division of Worthington Pump & Machinery Corp. to Moser & Cotins New York City Corp. . . . Universal Camera Corp. to Grey Advertising Agency. . . . John Lucas Paint Co. to Seberhagen, Inc., Philadelphia. . . . Hazeltine Electronics Corp. to St. Georges & Keyes. . . . John Middleton, Inc., tobaccos,

Did you miss
SENATOR A. F. of L. PRES. HILL ★ GREEN
UNDER SECRETARY FORRESTAL
in person on the MARCH of TIME
 Sponsored by the Editors of **TIME**
 The Weekly Newsmagazine

LISTEN TO A NEW GROUP OF NEWS-MAKERS NEXT THURSDAY
 NBC NETWORK **10:30 P.M. EWT**

YOUR DOORWAY TO SALES

DIESEL PROGRESS
 DIESEL—one of the two industries that will come out of the War **ROARING!**

HIGHEST RATE PER PAGE
 LOWEST RATE PER READER
 EDITED BY REX W. WADSWORTH

2 West 48th Street, New York, New York
 Send for Diesel Industry Information and complimentary copy:
DIESEL PROGRESS

★ ★ ★ ★ ★ ★ ★ ★ ★ ★
 ★ To reach the leaders ★
 ★ of large and ★
 ★ small businesses... ★
 ★ CHOOSE THE ★
 ★ LEADER IN ★
 ★ THE BUSINESS ★
 ★ FIELD... ★

NATION'S BUSINESS

to Gray & Rogers, Philadelphia. . . Kemical Corp., liquid plant food and automatic feed units, to J. M. Mathes, Inc. . . Aspertane of American Home Products Corp. to Compton Advertising, Inc. . . Hiram Ricker & Sons to Tracy, Kent & Co. for Poland Spring House, Maine, and Poland Spring Co. . . Vitamin Corp. of America to J. M. Korn & Co., Philadelphia. . . Classic Record Co. to Picard Advertising Inc., New York. . . N. A. Woodworth Co., aircraft engine parts, and Suprex Gage Co. to Brooke, Smith, French & Dorrance, Detroit. . . Hudson Pulp & Paper Corp. to Lawrence Fertig & Co., New York.

Waldorf Paper Products Co., St. Paul, and B. F. Nelson Co., Minneapolis, appoint Olian Advertising Co., St. Louis, for a paper conservation campaign in the Twin City area. . . Beacon Chemical Co. to James G. Lamb Co., Philadelphia. . . Legion Utensils Corp. to Anderson, Davis & Platte, New York. . . John McShain, Inc., national builders, to Richard A. Foley Agency, Philadelphia. . . Dazey Churn & Manufacturing Co. to Anfenger Advertising Agency, St. Louis. . . JNT Manufacturing Co., products for the care of furniture, carpets, &c., to Reiss Advertising, Inc., New York.

California Packing Corp. and McCann-Erickson executives honored Moore S. Achenbach, vice-president of M.E., recently, on his 25th anniversary of service on this account. The agency has handled California Packing since 1916.

J. Clifford Roberts becomes an account executive and C. D. Carson assistant art director of Ruthrauff & Ryan, Detroit office. . . Samuel A. Harned and Harold C. McNulty, vice-presidents of Batten, Barton, Durstine & Osborn, are elected directors, taking over the board memberships of Major Leslie Pearl and Lt. Col. Egbert White. . . John H. Dunham is made a vice-president of Aubrey, Moore & Wallace, Chicago. . . Dwight Mills, executive vice-president of Kenyon & Eckhardt, is appointed radio director, taking over the duties of J. R. Stauffer, who joins the Army. . . Richard Dunne is now radio time buyer at K. & E. . . Calvin D. Wood, former media director of Buchanan & Co., joins West-Marquis, Inc., Los Angeles, as account executive.

Miss Lois Roberts is now space buyer of Hirshon-Garfield, Inc., New York. . . William Dasheff joins Buchanan & Co., New York, as associate account executive on Reynolds Metals. . . William B. Pennebaker, from Campbell-Ewald, joins Sayre M. Ramsdell & Associates, Philadelphia.

Newspapers

Probably few newspapers will take the drastic steps adopted by the *Louisville Courier-Journal & Times*, to meet paper curtailment and higher costs: but these steps are interesting as an example of one kind of thoroughness. Space devoted to financial news and comics is reduced by 50%.

Sunday color comics are cut from 12 pages to eight. A rigid censorship on medical advertising is expected to reduce volume of this classification by 40 to 50%. So much circulation waste is eliminated that almost every copy printed is sold. Page size is reduced by a half inch, to save 150 tons a year. Advertising and circulation promotion is discontinued. Advertising rates are increased. And advertisers are asked to reduce their volume by 10 to 15%.

Frank Tripp, Gannett Newspapers, chairman of the Bureau of Advertising, heads the newspaper committee for cooperation in the Second War Loan Drive. Newspaper advertisers are expected to devote millions of dollars worth of space to this three-week campaign, now under way. In general, New York City dailies alone, stores, banks and industries will promote it to the extent of \$300,000 or more.

Hartford *Times* and a group of advertising agencies there are running a series of newspaper advertisements on various phases of the war program. . . Chicago *Tribune* offers a monthly certificate of merit and \$25 War Bond to the woman selected by her employer for having made the greatest single contribution, over a period of time, to war materials production. The award is in addition to the *Tribune's* monthly war workers' award, to which both men and women are eligible. . . Binghamton, N. Y., *Press* published on March 30 a 72-page edition presenting a "roll of honor of those who serve their country in the armed forces"—also emphasizing production, bonds and other phases of the war program.

Philadelphia *Evening Bulletin* issues findings in a study among housewives there on dehydrated foods. . . Katz Agency, representing Honolulu *Advertiser* and Station KGU there, reports on "Hawaii—A Major Business Opportunity." . . Parish & Phillips, Miami, newspaper counselors, release a series of fourteen small advertisements, suggesting the sale of used articles, the renting of spare rooms, etc., through want ads, the proceeds of which would be invested in War Bonds.

Bureau of Advertising, American Newspaper Publishers Association, issues an advertisement to member papers showing how manufacturers' newspaper advertising explains complex wartime measures, such as point rationing.

Fred R. Williamson, until recently advertising director of the New York *World-Telegram*, joins the local advertising staff of the New York *Mirror*. Natt S. Getlin resigns as business manager of the New York *Star Ledger* to join OWI. . . E. Z. Dimitman, from Philadelphia *Inquirer*, becomes executive editor of Chicago *Sun*. . . Alexander McFeggans is elected secretary and Casey Hirschfeld, treasurer of Joshua B. Powers, Inc., international publishers' representatives. . . Fred A. Nichols, Jr., is

named assistant classified advertising manager of Chicago *Tribune*. . . D. J. Randall, Jr., joins Sawyer Ferguson Walker Co. at New York. . . DeWitt Dingman and Hayes Cone are now on the New York staff of Lorenzen & Thompson, Inc.

Advertising Research Foundation issues Study No. 58, on Trenton *Evening Times*, in the Continuing Study of Newspaper Reading.

Radio

Radio's war work hit a record high this week, with the launching of the \$13,000,000 Second War Loan Drive. On Bond Day, Monday, April 12, all major networks staged round-the-clock promotions, with scores of leading programs devoting special messages or entire programs to putting "fighting dollars behind our fighting men."


Manpower, replacement materials and servicing of home receivers will receive emphasis at National Association of Broadcasters' Radio War Conference in Chicago, April 26-29. Engineers, as well as sales, program and general executives, are urged to participate. . . Byron Price, Director of Censorship, is added to the list of conference speakers. . . Roy F. Thompson, WFBG, Altoona, Pa., is elected director of N.A.B.'s fifth district, succeeding Isaac D. Levy, WCAU, Philadelphia. Mr. Thompson also was named head of Pennsylvania Broadcasters Association.



Don Searle becomes general manager of Blue outlet, KGO.

DON SEARLE, former general manager of KOIL, Omaha, and KFOR, Lincoln, and part owner of other Nebraska stations, becomes general manager of KGO, Blue outlet in San Francisco. . . Eugene Juster heads NBC's newly-created continuity acceptance department in Washington, D. C. . . Robert I. Garver is named sales manager of WJZ, New York. . . Alan Hale, who formerly broadcast games of the Brooklyn Dodgers and New York Giants, is now manager of the research-advertising department of KOMO-KJR, Seattle. . . Bernard Estes becomes special events and public relations director of WHN, New York. . . John Field, Jr., former sales manager of WPTF, Raleigh, N. C., joins the sales staff of WABC, New York.

Worcester, Mass., stations shifted networks on April 5, with WBZ-WBZA becoming exclusive NBC outlet, WTAG joining CBS, and WORC moving to the Blue. WAAB remains on Mutual. . . WSAZ, Huntington, W. Va., and WTOL, Toledo, join Blue network. . . WLBC, Muncie, Ind., joins CBS. . . Radio America, new station in Lima, Peru, joins the CBS Network of the Americas as its 97th outlet. . . WFTL, Mutual affiliate in Fort Lauderdale, Fla., boosts power to 10,000 watts. . . WEAH, New York, NBC station, reports an increase of 48% in business in 1943's first quarter from the same period of 1942.



KECA

790 KC • 5000 Watts Day and Night

LOS ANGELES • BLUE NETWORK

Ask your Agency to ask the Colonel!

FREE & PETERS, Inc., National Representatives

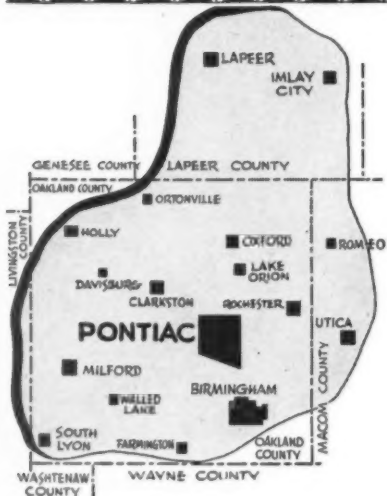
EARLE C. ANTHONY, INC.

OUR MEN NEED
★ BOOKS ★



SEND
ALL YOU CAN SPARE

Help a man in uniform enjoy his leisure hours. Give your good books to the 1943 VICTORY BOOK CAMPAIGN. Leave them at the nearest collection center or public library.



Good Hunting Grounds!



Increase your sales in this billion dollar war production area!

Thoroughly reach the thousands of homes of highly paid workers who have over \$50,000,000 annually to spend!

ALL TIME HIGH
IN HOME COVERAGE
37,509

**PONTIAC
DAILY PRESS**
PONTIAC • MICHIGAN



Contractors Pool on Jobs, Cut Expenses, Increase Profits

Coordinated planning eliminates leg work, and pooled automobiles cut travel for this group of Pittsburgh business men.

WHEN one man shows several contractors in the building field how they can make more money by operating as one unit, and organizes them so well that every one of them, even in these times, nets at least 25% greater profits than were they off by themselves—you'd like to know how it's done.

The program has been in existence in Pittsburgh for 25 years, has weathered two depressions, and is expected to stand up now during World War II. What's more, there's no law against a practical business man in Topeka or Tallahassee setting up an organization like Limbach's. He need only coordinate a group of practical men: the butchers or bakers. How about your field?

How They Do It

In getting started, Frank Limbach, contractor (today, son Emil manages the firm) chose the most practical men (good men who could handle tools) available at that time in the building fields of flat roofing, residential roofing, sheet metal, hot-air heating, residential kitchen planning.

Under the setup, each contractor has these advantages: (1) occupies his own office, (2) operates independently as his own boss, (3) is responsible for his own organization, (4) receives his own profits—shares in the year's bonus profits of all the contractors!

Via coordinated planning that eliminates leg work, the contractors pool their automobiles, travel out of their way to get each other specifications, interview, make collections for each other.

Overhead is reduced because many contractors share expenses, based individually on the volume of sales.

The system saves energy; the contractors are more efficient, having ample time to handle inquiries and to make estimates more accurately.

The Limbach building is located outside Northside's bustling business district in a lower-rent area, but 200 feet from a car-stop, 10 minutes from downtown Pittsburgh. The contractors' merchandise is stored in two private warehouses nearby, each on a railroad siding.

Limbach's setup operates simply.

Telephoned queries reach the particular contractor; professional reports are segregated by the secretary, who places them on the contractors' desks.

Above each contractor's desk is a double-decked wall-chart where cards are kept, showing the progress of each order. Cards filed on the board state (1) number of jobs on hand, (2) where located, (3) whether work has been started, (4) if construction material has been ordered or delivered, (5) percentage of work done on the job. Immediately upon completing the job, the card is taken off the board and sent to the office for billing.

Clients Like the Idea

Each estimator who goes out to follow up his own reports is trained sufficiently in the general building field so that he can bring back information of value to other estimators.

Limbach's clients like the idea, for they can receive a tremendous amount of information on many contracting jobs on one short phone call. Some one who is interested in the job is always on hand at Limbach's to give additional information.

Also, workmen and mechanics hired by the different contractors when one field gets slack can transfer to another field which has too much work. The department using the men is charged with the labor.

Trucking delivery expenses are greatly reduced because one truck (not three) can deliver material from three departments: say flooring, sheet metal, and shingles, on one trip.

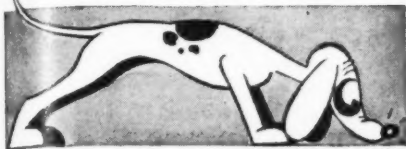
In business or personal emergencies, one man may leave town for a week, (or even be in the hospital for a month). His business is handled by the other contractors. Later, the favor is paid back.

Outside salesmen work closely with Limbach's because of the tremendous volume of business available through one contact with every type of building repaired or constructed.

Originator Frank Limbach's plan of organizing six men *with their own ideas and keeping them together* has worked out satisfactorily because (1) each contractor stands on his own feet in his own field, (2) profits are shared very liberally. "It's the Golden Rule with the profit motive added."

SALES MANAGEMENT

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

War-Time Consumer Analysis of the Greater Milwaukee Market. This, the 20th annual edition prepared by the *Milwaukee Journal*, is a remarkable study in many respects. Embracing 108 pages, wire-bound, it gives a heavily detailed picture of wartime grocery buying habits and living trends in that area, based on answers made by 7,000 housewives to a 6-page questionnaire sent out by the newspaper. By means of text, tables and bar charts, all skillfully arranged in practical, easy-to-follow layouts, it presents a wealth of brass-tack information on a wide variety of market conditions resulting from the war. For example, under the head, "Wartime Grocery Buying Habits," it provides data on who buys groceries; grocery place of purchase; what is done when a store is out of stock; days of week most groceries are bought; number of days' supplies usually purchased; distance to stores patronized; deliveries, clerks and charge accounts. The subjects treated under "Wartime Living Trends" include baking and canning at home; fresh fruits and vegetables; vegetables and gardens; lunches packed; women and girls working; extra meals prepared; type of hosiery worn; how Milwaukee goes to work; types of heating units in homes.

The greater part of the analysis is devoted to individual studies of more than 70 types of products sold in this market—number of brands in use, consumer preferences, use by income groups, etc. Included in the book, is a sample of the questionnaire sent to the housewives. For copies address Court Conlee, Milwaukee Journal, Milwaukee, Wis.

How to Conduct Your Convention by Mail. Prepared by the Graphic Arts Victory Committee, to assist the Office of Defense Transportation in conserving transportation for vital war purposes, this 16-page booklet tells how to adapt the convention-by-mail idea to the individual company's objectives, describes and illustrates printed material which supplies the drama and showmanship necessary to induce the illusion of a flesh-and-blood convention, and gives detailed information for preparing the plan, together with case histories of actual conventions-by-mail. For copies write to Henry Hoke, Graphic Arts Victory Campaign Committee, National City Bank Bldg., Madison Avenue at 42 St., New York City.

Two Surveys. Conducted by the Iowa Pharmaceutical Association and the Iowa Retail Grocers and Meat Dealers Association, respectively, these two surveys summarize the answers of druggists and grocers in that state to questionnaires seeking data on advertising media preferences. The

results are tabulated under consolidated results, preferred radio, preferred newspaper, preferred farm publication, and preferred poster. Address Thomas Scheer, Radio Station WHO, Des Moines, Iowa.

Hickory Market Data Folder. A survey of the Hickory, N. C., market area including a breakdown of population by families, urban families, farm families, radio homes and radio listeners; also data on the number and types of retail stores, with annual volume, and on manufacturing plants, their payrolls, costs of materials and value of manufactured products. Number of farms and value of crops produced are also included. These figures, together with income data from the 1942 SALES MANAGEMENT Survey of Buying Power, are given for the day and night time coverage of Station WHKY. The analysis is supplemented by an array of facts which show why this area is "one of the richest areas in North Carolina... a market not to be overlooked." Copies from W. T. Hix, Radio Station WHKY, Hickory, N. C.

America's Fastest Growing Markets. This booklet lists 70 independent cities of more than 25,000 population whose home counties have shown increases of more than 10% since 1940. Also given are statistics on 75 subsidiary counties, in the trading areas of those cities, which have shown similar gains. The listings are in three groups: 8 cities whose population has increased more than 25%; eighteen where the gain was 15% to 25%, and 44 with a 10% growth. Based on three successive government estimates made in 1942—the latest in December—the study presents population figures for 1940 and 1942, with the percentage of increase for May and December of 1942. Address John T. Fitzgerald, Reynolds, Fitzgerald, Inc., 360 N. Michigan Ave., Chicago, Ill.



A twist of the dial does the trick.

Shift-O-Graph. The Shift-O-Graph, illustrated here, is offered as an aid to solve the absentee problem in war industries. Failure to rotate shifts on an equitable basis often has been mentioned as one of the factors responsible for this drag on the war effort. This instrument shows how a fair system can be set up. A turn of the dial tells the user, at a glance, what shifts certain crews will work, the days they work, and their days off. In addition, it provides several different plans of rotation. It can be had free of charge from the George S. May Co., sales engineers, 2600 North Shore Ave., Chicago, Ill.

NOW MORE THAN EVER...

Points Count!

"NEW YORK'S FRIENDLY HOTEL" offers 801 rooms—

- ① All "Outside"...
- ② With Combination Tub and Shower...
- ③ Circulating Ice Water...
- ④ Full-Length Mirror...
- ⑤ Four-Station Radio

Rates from \$4 Single

Hotel Lexington

Charles E. Rochester, Vice-Pres. & Mng. Dir.

LEXINGTON AVE. AT 48TH ST., N.Y.C.

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★ To create public ★
★ opinion favorable ★
★ to your business... ★

★ CHOOSE THE ★
★ LEADER IN ★
★ THE BUSINESS ★
★ FIELD... ★

Road to VICTORY

Make the Mayfair your stop for pep-restoring sleep and a satisfying meal.—you'll push on towards Victory with renewed vigor ★ ★

HOTEL Mayfair ST. LOUIS

Over 50% of all rooms \$3.50 or less single

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

Comment

BY RAY BILL

LIVING TO LEARN. Perhaps a large segment of the American people in general, and of the business world in particular, view the present situation in Washington with alarm. We see it differently. We see a new trend establishing itself in a manner far more assuring than perturbing. We see much evidence that important forces in Washington have been "living to learn."

Congress, for example, discredited itself before the country in no small degree because it played for so long mostly the role of rubber stamp. The American people desire and need an intelligent Congress, and a virile one with the courage of its convictions. To be sure, the halls of Congress now ring with diversities of opinion, and reverberate with some bitterness of conflict—but this is a favorable sign for it proves that Congress is once again functioning just as it should under the American way.

Consider also the White House, long accustomed to getting much of its own way with the legislative branch—direct or through directives issued by various administrative agencies. The criticism, checking, and even check-mating, to which White House moves have now become subjected, undoubtedly make the job of the President and other administrative officials a tougher one—and decreases efficiency to a certain extent. But the American people, through this very "balancing" process, are given much needed confidence that the thing they are fighting for—the preservation of Democracy and the American way of life—is being saved even under the duress of war.

With these comparatively new but highly significant developments, the leaders of the armed services have been forced to acknowledge that their requirements, before they are fulfilled completely, must be weighed against other considerations, such as manpower for the farms and food for the people.

Then we come to the so-called "blocs" and lobbies who all too frequently put selfish interests ahead of true statesmanship and patriotism. It encourages the American people when such seekers of special advantage get their ears pinned back, at least now and then, in no uncertain terms. It gives the American people renewed faith that the interest of Americans as a whole will not be sold down the river. It makes them feel that pressure groups, whether exerting their "heat" on the White House or elsewhere, will not be likely to win out—unless and until their objectives, when exposed on a factual basis to the

light of public opinion, are found to be truly in the public interest.

Almost like an overnight renaissance, this new trend is shaking Washington to its very roots. Temporarily, the effect is upsetting; but shortly there will be a healthier resolving of both conflicting forces and of opinions—which is, after all, the American way of arriving at more intelligent solutions of our most difficult national problems. It is an indication both of sounder prosecution of the war effort and of safer planning for the post-war period. It is impressive evidence that many of the leaders in Washington and many of the people outside of Washington who look to them for leadership have been "living to learn," and are fully resolved to profit by what they have been learning.

HAVE YOU ANY IDEAS? A committee of the Sales Executive Club of New York currently is investigating the possibilities for a new type of textbook on selling. Arthur H. "Red" Motley, publisher of *The American Magazine*, heads this committee, which agrees that present textbooks on the subject of selling are too deep, or too superficial, and specialized, to be keyed to tomorrow's conditions. The committee holds that a new type of book should be developed if a large number of salesmen are to be ready soon after the armistice to move the greatest peacetime production of goods in the country's history—yes, in the world's history.

The purposes of the contemplated book, according to a recent bulletin of the club, are (1) To attract young people to selling as a highly remunerative, fascinating, and respectable profession; (2) to serve as a guide for salesmanship courses in high schools, proposed "demobilization schools" for soldiers after the war's end; (3) for sales training classes and refresher courses for established salesmen.

Have you any ideas regarding how such a textbook might be planned and prepared? SALES MANAGEMENT will forward your suggestions to the committee—which will welcome them. Believing that the objectives of this effort deserve approval and help through all possible qualified sources, we bring this matter to the attention of our readers whose experience should enable them individually and collectively to offer valuable help.

♦ ♦ ♦

"We are fighting so that every Mother can say and feel when a baby son is born to her that, God willing, he may go far if he works diligently and uses opportunity" . . . Carle C. Conway, Chairman, Continental Can Co., Inc., New York City, in "A Talk Across the Desk," addressed to "our 2,311 boys in the Armed Services, our employees and our stockholders."